

August 7, 2025

Company name: PILOT CORPORATION
 Name of representative: Fumio Fujisaki,
 Representative Director and President
 (Securities code: 7846; TSE Prime Market)
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Notice Concerning Payment of Dividend of Surplus (Interim Dividend) and Revision of Year-End Dividend Forecast

PILOT Corporation (the “Company”) hereby announces that, at a meeting of the Board of Directors held on August 7, 2025, it resolved to make the payment of a dividend of surplus (interim dividend) with June 30, 2025 as the record date, and also resolved to revise the year-end dividend forecast for the fiscal year ending December 31, 2025. Details are as below.

1. Details of interim dividend

	Amount decided	Most recent dividend forecast (Announced on February 14, 2025)	Results of the previous fiscal year (Six months ended June 30, 2024)
Record date	June 30, 2025	Same as left	June 30, 2024
Dividend per share	60.00 yen	58.50 yen	53.00 yen
Total amount of dividends	2,301 million yen	—	2,081 million yen
Effective date	September 1, 2025	—	September 2, 2024
Dividend resource	Retained earnings	—	Retained earnings

2. Details of revision of year-end dividend forecast

	Dividend per share (yen)		
	2nd quarter-end	Year-end	Total
Previous forecast (Announced on February 14, 2025)	58.50 yen	58.50 yen	117.00 yen
Revised forecast		60.00 yen	120.00 yen
Dividends paid for FY2025	60.00 yen		
Dividends paid for FY2024 (Fiscal year ended December 31, 2024)	53.00 yen	64.00 yen	117.00 yen

3. Reason

The Company has adopted a basic policy of strengthening shareholder returns in accordance with its 2025-2027 Medium-Term Management Plan (hereinafter referred to as the "Medium-Term Management Plan"), targeting a total payout ratio of 50% or more by maintaining stable dividends and flexibly conducting acquisition of treasury shares. We have recently reviewed our cash allocation based on the capital adequacy ratio and have decided to further strengthen shareholder returns by raising the shareholder return limit from 22 billion yen to 40 billion yen during the period of the Medium-Term Management Plan and introducing a progressive dividend. For the interim dividend for the fiscal year ending December 31, 2025, we have decided to increase the dividend by 1.50 yen per share from the latest forecast of 58.50 yen per share to 60.00 yen per share, taking into consideration the above review as well as our financial situation and the future business environment. Similarly, the year-end dividend will be 60.00 yen per share, up 1.50 yen from the latest forecast of 58.50 yen per share, for an annual dividend of 120.00 yen per share for the current fiscal year, an increase of 3.00 yen per share from the previous forecast.