February 13, 2026

Company name: PILOT CORPORATION
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(Securities code: 7846; TSE Prime Market)
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Notice of Revision of Financial Targets under the 2025–2027 Medium-Term Management Plan

PILOT Corporation (the "Company") hereby announces that it has decided to revise its financial targets for the fiscal year ending December 31, 2026 and the fiscal year ending December 31, 2027 under the 2025–2027 Medium-Term Management Plan (the "current Medium-Term Management Plan").This decision reflects the consolidated financial results for the fiscal year ended December 31, 2025, the consolidated financial results forecast for the fiscal year ending December 31, 2026 and the progress of the current Medium-Term Management Plan, which were announced today.

1. Details of changes to financial targets

		Fiscal year ending December 31, 2026		Fiscal year ending December 31, 2027	
		Initial target	Revised target	Initial target	Revised target
Consolidated net sales	(Million yen)	139,000	**133,000**	145,000	**139,000**
Operating margin	(%)	15 or more	**13.5 or more**	16 or more	**15 or more**
ROE	(%)	10 or more	**10 or more**	11 or more	**10 or more**
Total payout ratio	(%)	50 or more	**70 or more**	50 or more	**70 or more**

2. Reason for the revision

While the Company has been considering and advancing measures based on the current Medium-Term Management Plan, it has determined, in the light of the current business environment and actual results, that achieving the initially assumed level of sales growth will require additional time. Reflecting consolidated financial results for the fiscal year ended December 31, 2025, the Company has resolved to revise its financial targets under the current Medium-Term Management Plan to make them more feasible.

In addition, as part of its shareholder return policy, the Company will continue its efforts to enhance shareholder value by maintaining financial soundness, providing progressive dividends, and undertaking the flexible acquisition of treasury shares. The Company has resolved to revise its total payout ratio target upward to 70% or more.

Based on a review of demand assumptions and other factors, additionally the Company has revised its CAPEX plan and capital allocation for the period of the current Medium-Term Management Plan.

For progress of the 2025-2027 Medium-Term Management Plan in FY2025, please refer to the Company's website.