February 13, 2026

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 Stock Split and Partial Amendment to the Articles of Incorporation and Partial Changes to Shareholder Benefit Programs Associated with the Stock Split

PILOT Corporation (the “Company”) hereby announces that today it decided to conduct a stock split and partially amend its Articles of Incorporation and its shareholder benefit programs in conjunction with the stock split. Details are as follows.

1. Stock split

(1) Purpose of the stock split

The purpose of the stock split is to reduce the value of the shares of the Company's common stock (hereafter, the "Company's Shares") per investment unit, thereby creating an environment that will primarily encourage individual investors to invest in the Company's Shares, increasing the liquidity of the shares and expanding the investor base.

(2) Outline of the stock split

(i) Method of the stock split

With Tuesday, June 30, 2026 as the record date, each of the Company’s Shares held by shareholders who are recorded or registered in the final shareholders’ register as of that date will be split into three shares.

(ii) Number of shares to be increased by the split

Number of issued shares before the stock split	40,905,200	shares
Increase in the number of issued shares after the stock split	81,810,400	shares
Total number of issued shares after the stock split	122,715,600	shares
Number of authorized shares after the stock split	440,000,000	shares

(iii) Schedule of the stock split

Date of public notice of record date	Monday, June 15, 2026
Record date	Tuesday, June 30, 2026
Effective date	Wednesday, July 1, 2026

(iv) Other

The above stock split will not result in a change to the amount of capital.

2. Amendment to the Articles of Incorporation associated with the stock split

(1) Reason for the amendment

In response to the above stock split, the Company intends to revise the total number of authorized shares described in Article 6 of its Articles of Incorporation effective July 1, 2026, in accordance with the provisions of Article 184, paragraph (2) of the Companies Act.

(2) Amendment to the Articles of Incorporation

Details of the amendment are as shown below. (Changes are underlined.)

Current Articles of Incorporation	Articles of Incorporation after the amendment
Article 6 (Total Number of Shares Authorized to be Issued by the Company) The total number of shares authorized to be issued by the Company shall be <u>180,000,000</u> shares.	Article 6 (Total Number of Shares Authorized to be Issued by the Company) The total number of shares authorized to be issued by the Company shall be <u>440,000,000</u> shares.

(3) Amendment schedule

Effective date of the amendment to the Articles of Incorporation: Wednesday, July 1, 2026

3. Partial changes to shareholder benefit programs

(1) Reason for the changes

The shareholder benefit program and long-term shareholder benefit program will be partially changed in conjunction with the above stock split, as described below.

(2) Details of the changes (Changes are underlined.)

(i) Shareholder benefit program

Current		After change	
Number of shares held	Benefits	Number of shares held	Benefits
<u>100 to 499 shares</u>	A package of practical writing instruments (the Company's products)	<u>300 to 1,499 shares</u>	Same as left

500 to 999 shares	Writing instrument (the Company's product) with a suggested retail price of 2,000 to 3,000 yen (excluding tax) + A package of practical writing instruments (the Company's products)	1,500 to 2,999 shares	Same as left
1,000 shares or more	A package of high-grade writing instruments with exclusive specifications for shareholders (the Company's products) + A package of practical writing instruments (the Company's products)	3,000 shares or more	Same as left

(Record date: December 31)

(ii) Long-term shareholder benefit program

Current	After change
(A) Requirements for eligible shareholders Those who have held the Company's Shares for five years with the same shareholder numbers (a) Shareholders who have been recorded in the shareholder registry for ten consecutive times without any change of their shareholder number in the interim or year-end period, with the record date being December 31 each year (b) Shareholders who hold at least the required number of registered shares each time Requirement I: 1,000 shares or more Requirement II: 100 to 999 shares	(A) Requirements for eligible shareholders Same as left (a) Same as left (b) Shareholders who hold at least the required number of registered shares each time Requirement I: 3,000 shares or more Requirement II: 300 to 2,999 shares
(B) Benefit Shareholders fulfilling Requirement I: Stationery (the Company's products) Shareholders fulfilling Requirement II: A package of high-grade writing instruments with exclusive specifications for shareholders (the Company's products)	(B) Benefit Same as left Same as left

(Note) Every five years, a benefit will be granted to each shareholder who has held the Company's Shares for five years with the same shareholder number.

(3) Timing of the changes

(i) Shareholder benefit program

The benefits associated with the number of shares held after the above stock split will apply beginning with the benefits for shareholders who are recorded in the shareholder registry as of the record date of December 31, 2026.

(ii) Long-term shareholder benefit program

Regarding the required number of registered shares for the long-term shareholder benefit program with a record date of December 31, 2026 or after, the determination of shares held on or before June 30, 2026 will be made by applying the requirement before the change to the number of registered shares before the above stock split, and determinations regarding those held on or after July 1, 2026 will be made by applying the requirement after the change to the number of registered shares after the above stock split. The timing for sending the benefits will remain unchanged: May 31.

4. Other matters regarding the stock split

(1) Interim and year-end dividend forecasts for the year ending December 31, 2026

As stated in the Consolidated Financial Results for the Year Ended December 31, 2025 [Japanese GAAP] that was announced today, the forecast interim dividend for the year ending December 31, 2026 is 63.00 yen per share and the forecast year-end dividend is 21.00 yen per share (equivalent to 63.00 yen before the stock split). Further, the year-end dividend for the year ended December 31, 2025 was 60.00 yen per share.

(2) Adjustments of the numbers of issued shares, etc. under the performance-linked stock remuneration plan

In connection with the above stock split, under the performance-linked stock remuneration plan (Board Incentive Plan Trust) for Directors (excluding Directors who are Audit & Supervisory Committee members, Outside Directors, and non-residents of Japan) and Executive Officers (excluding non-residents of Japan; hereafter, Executive Officers and the above Directors are collectively "Eligible Directors, etc."), the number of the Company's Shares, etc. to be issued based on the points granted to Eligible Directors, etc. will begin to be adjusted in line with the ratio of the above stock split on July 1, 2026.