



February 13, 2026

Company name: PILOT CORPORATION
 Name of representative: Fumio Fujisaki,
 Representative Director and
 President
 (Securities code: 7846; TSE Prime Market)
 Inquiries: Shunji Kawashima,
 Executive Officer and General
 Manager of Human Resources
 Department
 (Telephone: +81-3-3538-3700)

Notice of Changes in Directors and Officers

PILOT Corporation hereby announces that, at a meeting held on February 13, 2026, its Board of Directors informally decided on changes in its Directors and resolved to change its Executive Officers. Details are as follows. The changes in Directors are expected to be formalized at the 24th Annual General Meeting of Shareholders to be held on March 27, 2026 (hereafter, the "Annual General Meeting of Shareholders"), and at an extraordinary meeting of the Board of Directors to be held following the Annual General Meeting of Shareholders. Changes in Executive Officers are conditional upon obtaining a resolution approving the proposal on election of Directors, which is planned to be submitted for consideration at the Annual General Meeting of Shareholders.

1. Changes in Directors

(1) Candidates for Directors (excluding Directors who are Audit & Supervisory Committee Members)

New position	Name
Representative Director and President	* Fumio Fujisaki
Representative Director	* Takeshi Kodaira
Director	(New appointment) * Toshiyuki Kikawa
Outside Director	Masanobu Muramatsu
Outside Director	Misuzu Shibata
Outside Director	Hiroshi Kawano
Outside Director	(New appointment) Yoshimi Ogata

(Note 1) Candidates with an asterisk (*) attached to their names will serve concurrently as Executive Officers.

(Note 2) The officially registered name of Misuzu Shibata is Misuzu Koyama.

(2) Candidates for Directors who will be Audit & Supervisory Committee Members

New position	Name
Director (Full-time Audit & Supervisory Committee Member)	(New appointment) Harunobu Terada
Outside Director (Audit & Supervisory Committee Member)	Toshizo Kamiyama
Outside Director (Audit & Supervisory Committee Member)	Tsugukiyo Fujita

(3) Retiring Directors (excluding Directors who are Audit & Supervisory Committee Members)

Current position	Name
Director	Kazuhiko Yokoyama
Director	Katsuji Hatano

(4) Retiring Director who is Audit & Supervisory Committee Member

Current position	Name
Director (Full-time Audit & Supervisory Committee Member)	Yoshihiro Saimura

(5) Planned date of changes

Friday, March 27, 2026

2. Changes in Executive Officers

(1) Candidates for Executive Officers

New position	Name
President	Fumio Fujisaki
Senior Managing Executive Officer	Takeshi Kodaira
Managing Executive Officer	(Promoted) Toshiyuki Kikawa
Senior Executive Officer	Tomoo Koike
Senior Executive Officer	Kuniyuki Senga
Senior Executive Officer	(Promoted) Mashiho Kojo
Executive Officer	Junichi Hojo
Executive Officer	Masayuki Mizuumi
Executive Officer	Shinya Saimu
Executive Officer	Atsushi Hasegawa

Executive Officer		Shunji Kawashima
Executive Officer	(New appointment)	Hideki Murata
Executive Officer	(New appointment)	Satoshi Matsui
Executive Officer	(New appointment)	Kenji Adachi

(2) Retiring Executive Officers

Current position	Name
Senior Executive Officer	Kazuhiko Yokoyama
Senior Executive Officer	Katsuji Hatano
Senior Executive Officer	Yoshio Wada
Executive Officer	Hideo Yokoi
Executive Officer	Harunobu Terada

(3) Planned date of changes

Friday, March 27, 2026