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 Partial Amendments to Stock Remuneration Plan and Additional Funding

PILOT Corporation (the “Company”) hereby announces that a meeting of its Board of Directors held on February 13, 2026 decided to submit a proposal related to partial amendments to the stock remuneration plan for Directors (excluding Directors who are Audit & Supervisory Committee members, Outside Directors, and non-residents of Japan) and Executive Officers who do not serve concurrently as Directors (excluding non-residents of Japan; hereafter, the Executive Officers and the above Directors are collectively referred to as "Directors, etc."), which was introduced in FY2021 (hereafter, the "Plan"), to include raising the level of stock-based remuneration paid based on the Plan (hereafter, the "Proposal"), for discussion at the 24th Annual General Meeting of Shareholders to be held on March 27, 2026 (hereafter, the "General Meeting of Shareholders).

The Company also announces that it has resolved to raise additional funds to be used for additional acquisition of the Company's shares by the trust set up by the Company for operating the Plan (hereafter, the "Trust"), on the condition that a resolution for its approval is passed at the General Meeting of Shareholders. Details are as follows.

1. Content of the Plan

(1) The Plan is a stock remuneration plan under which the Company’s shares are acquired through a trust using the amount of remuneration for Directors, etc. contributed by the Company as the underlying funds, and individuals who serve as Directors, etc. during the plan period are delivered and paid (hereinafter, “Deliver” or “Delivered”) the Company’s shares and the amount of money equivalent to the conversion value of the Company’s shares (hereinafter collectively, the “Company’s Shares, etc.”) according to such factors as their position and the degree of achievement of the performance targets throughout a trust period. Directors, etc. will be Delivered the Company’s Shares, etc. at a certain time after the end of the fiscal years covered by the Company’s Medium-Term Management Plan (hereinafter, the “Plan Period”). While the Plan Period after the

amendments to the Plan is three fiscal years from FY2025 to FY2027, content of the amendments to the Plan will begin to apply in FY2026(*).

(2) Amendments to the Plan are conditional upon obtaining a resolution approving the Proposal at the General Meeting of Shareholders with regard to partial amendments to the Plan described in the section 2 below.

(3) The Plan employs a scheme called the Board Incentive Plan (BIP) Trust.

(*) The Company had its Nomination and Remuneration Advisory Committee, a majority of which consists of Outside Directors, deliberate on the content of the partial amendments to the Plan and obtained a report from the committee stating that the amendments were appropriate.

2. Partial amendments to the Plan

For Directors, etc. who fulfill beneficial requirements, the Company has set the Trust covering the period corresponding to fiscal years covered by its Medium-Term Management Plan (the current Plan Period is three fiscal years from FY2025 to FY2027) (including extension of the trust period). The Company will revise up the upper limit of the amount of money it contributes to the Trust from the amount obtained by multiplying 130 million yen by the number of years in the Plan Period to that obtained by multiplying 376 million yen by the number of years in the Plan Period. At the same time, the Company will revise upwards the upper limit of the number of the Company's shares to be Delivered to Directors, etc. (upper limit of the number of points that the Company Delivers to Directors, etc.) from the number obtained by multiplying 23,000 points by the number of years in the Plan Period to that obtained by multiplying 82,000 points by the number of years in the Plan Period.

In addition, while the number of points Delivered to Directors, etc. consist of fixed points and performance-linked points under the current Plan, they will be performance-linked points only under the Plan after the amendments.

For details of the Plan other than the above, please refer to Notice Concerning Introduction of Performance-Linked Stock Remuneration Plan for Directors (Japanese only), which is dated February 26, 2021, Notice Concerning Renewal of and Partial Amendments to Performance-Linked Stock Remuneration Plan for Directors (Japanese only), which is dated February 14, 2022, and Notice of Renewal and Partial Amendment of Performance-linked Share-based Remuneration Plan, which is dated February 14, 2025.

3. Additional acquisition of the Company's shares by the Trust

While remuneration for Directors, etc. of the Company consists of basic remuneration, which is fixed remuneration, and year-end remuneration and stock remuneration (stock remuneration based on the Plan), which are linked to the business performance of each fiscal year, the Company intends to further increase the ratio of stock remuneration to compensation for Directors, etc. who are eligible for the Plan, thus raising the level of remuneration for Directors, etc. to a market competitive level and linking the compensation system to its business performance more closely while sharing even more profits with its shareholders than before by encouraging Directors, etc. to hold the Company’s shares, aiming to implement its current Medium-Term Management Plan for attaining the 2030 Vision (2025–2027 Medium-Term Management Plan) steadily to achieve the Group’s long-term growth and sustainable improvement of its corporate value.

Due to the above enhancement of stock remuneration, the number of the Company's shares in the Trust will fall short of the number of the Company's shares to be Delivered to Directors, etc. under the Plan in the case of growth in business performance. For this reason, the Company has decided to provide additional funding to the Trust and have the Trust acquire additional shares of the Company as described in [Details of the trust agreement] at the end of this document, on the condition that resolution approving the partial amendments to the Plan is passed at the General Meeting of Shareholders. The additional acquisition of the Company's shares by the Trust will be made through the stock market.

[Details of the trust agreement]

1)	Type of trust	Money trust other than the individually operated designated money trust (third-party-benefit trust)
2)	Purpose of trust	Grant of incentives to Directors, etc.
3)	Trustor	The Company
4)	Trustee	Mitsubishi UFJ Trust and Banking Corporation (Co-trusteeship: The Master Trust Bank of Japan, Ltd.)
5)	Beneficiary	Directors, etc. who satisfy the beneficiary requirements
6)	Trust administrator	Third party with no special interests with the Company (Certified Public Accountant)
7)	Period of trust	From May 26, 2021 to May 31, 2028
8)	Commencement date of the Plan	May 26, 2021
9)	Exercise of voting rights	None
10)	Type of shares to be acquired	Common stock of the Company
11)	Amount of additional funding to the trust	Approx. 460 million yen (plan) (including trust fees and trust expenses)
12)	Timing of additional acquisition of shares	May 19, 2026 to May 29, 2026 (plan) (excluding the period from five business days prior to the last day of the fiscal period to the last day of the same fiscal period (including each quarter))
13)	Method of additional share acquisition	The shares will be acquired from the stock market
14)	Holder of a vested right	The Company
15)	Residual property	The residual property that the Company, the holder of a vested right, may receive shall be within the trust expenses reserve after deducting the funds for the acquisition of shares from the trust money.

(Note) The above planned dates may be changed to more appropriate dates in light of applicable laws and regulations and other factors.