For Immediate Release

November 9, 2026

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

Notice Regarding Revision to Forecast for Consolidated Financial Results

PILOT Corporation (the "Company") announces that, at a meeting of the Board of Directors held on November 9, 2026, it resolved to revise the consolidated financial results forecast announced on August 6, 2026. Details are as follows.

Details

1. Revision to financial results forecast

Revision to consolidated financial results forecast for fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	Basic Earnings per share
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Yen
Previous forecast (A)	133,000	19,500	20,000	15,000	141.41
Revised forecast (B)	134,000	20,500	21,500	15,300	144.24
Difference (B-A)	1,000	1,000	1,500	300	
Change (%)	0.8	5.1	7.5	2.0	
(Reference) Results for previous fiscal year (ended December 31, 2025)	126,391	16,649	17,855	12,064	105.67

(Note) The Company conducted a three-for-one stock split of common shares on July 1, 2026. The basic earnings per share is calculated on the hypothetical basis that this stock split occurred at the beginning of the previous fiscal year.

2. Reason for the revision

In light of the progress of business performance disclosed in the “Consolidated Financial Results for the Nine Months Ended September 30, 2026 (Under Japanese GAAP)” announced today, the Company expects net sales, operating profit, ordinary profit, and profit attributable to owners of parent for the full year to exceed the previous forecast announced earlier. Accordingly, the Company has revised upward its full-year consolidated financial results forecast.

The Company has made no revision to its dividend forecast at this time in connection with the upward revision of its full-year consolidated financial results forecast.

(Note) The above forecasts were prepared based on information available as of the date of this announcement, and actual figures may differ from the forecasts due to a variety of factors.