PILOT CORPORATION

For Immediate Release

February 14, 2025

Notice Regarding Personnel Changes in Representative Directors and Officers

PILOT Corporation (the "Company") announced that, at a meeting held on February 14, 2025, its Board of Directors informally decided on changes in its Representative Directors and Officers. Details are as follows. The changes in Officers are expected to be formalized at the 23rd Annual General Meeting of Shareholders to be held on March 28, 2025, and at an extraordinary meeting of the Board of Directors to be held following the general meeting of shareholders.

1. Changes in Representative Directors

(1) Reason for the changes

The changes are aimed at shifting to a new management structure with the expiration of the Representative Director's term of office.

(2) Names and titles of the new and retiring Representative Directors

(New Representative Director)

Name	New position	Current position
Takeshi Kodaira	Representative Director (Senior Managing Executive Officer)	Director (Senior Executive Officer)

(Retiring Representative Director)

Name	New position	Current position
Masakazu Shirakawa	—	Representative Director (Senior Managing Executive Officer)

(3) Profile of new Representative Director

Name (Date of birth)	Career summary		Number of shares of the Company held
Takeshi Kodaira (April 26, 1961)	April 1985	Joined The Pilot Pen Co., Ltd. (currently PILOT Corporation)	4,500 shares
	March 2015	General Manager of Hiratsuka Plant, the Company	
	March 2015	Executive Officer, the Company	
	March 2022	Director and Senior Executive Officer, the Company (present)	

(4) Planned date of changes

Friday, March 28, 2025

2. Changes in Directors

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

New position	Name	
President & Representative Director		* Fumio Fujisaki
Representative Director	(Promoted)	* Takeshi Kodaira
Director		* Kazuhiko Yokoyama
Director		* Katsuji Hatano
Outside Director		Masanobu Muramatsu
Outside Director		Misuzu Shibata
Outside Director	(New appointment)	Hiroshi Kawano

(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) Retiring Directors

Name	Current position	Remarks
Masakazu Shirakawa	Representative Director	
Shu Itoh	Director	
Toshio Araki	Director	Scheduled to take office as an adviser to the Company as of March 28, 2025 *Scheduled to take office as the Chairman of The Pilot Ink Co., Ltd. as of March 21, 2025
Shinzo Masuda	Outside Director	

*The date is planned to be decided formally at the company's general meeting of shareholders and a meeting of its Board of Directors planned to be held following the general meeting of shareholders.

(3) Planned date of changes

Friday, March 28, 2025

3. Changes in Executive Officers

(1) Candidates for Executive Officers

New position		Name
President and Executive Officer		Fumio Fujisaki
Senior Managing Executive Officer	(Promoted)	Takeshi Kodaira
Senior Executive Officer		Kazuhiko Yokoyama
Senior Executive Officer		Katsuji Hatano

New position	Name	
Senior Executive Officer		Yoshio Wada
Senior Executive Officer	(Promoted)	Tomoo Koike
Senior Executive Officer	(New appointment)	Kuniyuki Senga
Executive Officer		Hideo Yokoi
Executive Officer		Junichi Hojo
Executive Officer		Mashiho Kojo
Executive Officer		Masayuki Mizuumi
Executive Officer		Shinya Saimu
Executive Officer		Toshiyuki Kikawa
Executive Officer		Atsushi Hasegawa
Executive Officer		Harunobu Terada
Executive Officer	(New appointment)	Shunji Kawashima

(2) Planned date of changes

To be decided formally at an extraordinary meeting of the Board of Directors planned to be held on Friday, March 28, 2025