

# Independent Directors/Auditors (ID/A) Notification Form

## 1. Basic information

Company Name	PILOT CORPORATION	Code	7846
Submission Date	2026/3/3	(Scheduled) Revision Date	2026/3/27
Reason for Submitting ID/A Notification	To elect outside directors at the annual general meeting of shareholders to be held on March 27, 2026.		
<input checked="" type="checkbox"/> All persons who satisfy the qualifications of ID/A are designated as ID/As (*1)			

## 2. Information on Independence of ID/As and Outside Officers

#	Name	Outside Director/ Company Auditor	ID/A	Attributes (*2-3)												Details of Change	Consent of the Officer			
				a	b	c	d	e	f	g	h	i	j	k	l			N/A		
1	Masanobu Muramatsu	Outside Director	○															○	Yes	
2	Misuzu Shibata <small>Legal name: Misuzu Koyama</small>	Outside Director	○															○	Correction/ Change	Yes
3	Hiroshi Kawano	Outside Director	○															○	Correction/ Change	Yes
4	Yoshimi Ogata	Outside Director	○															○	New appointment	Yes
5	Toshizo Kamiyama	Outside Director	○															○		Yes
6	Tsugukiyo Fujita	Outside Director	○															○		Yes

## 3. Explanation of the Attributes of the ID/As and the Reasons for their Appointment

#	Explanation of the Attributes (*4)	Reasons for Appointment (*5)
1	N/a	He makes appropriate remarks and suggestions necessary for deliberations on agenda items and management decisions at Board of Directors meetings based on his abundant knowledge, experience and broad insight as a certified public accountant and corporate auditor of a operating company. He was appointed as Outside Director (Audit & Supervisory Committee Member) of the Company from March 30, 2022 to March 28, 2024 and then he made appropriate and necessary comments regarding the Company's compliance system, etc. at Audit and Supervisory Committee. He meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated him as an Independent Director.
2	N/a	She makes appropriate remarks and suggestions necessary for deliberations on agenda items and management decisions at Board of Directors meetings based on her abundant knowledge, experience and broad insight as an attorney and an outside director of a operating company. Additionally, she reports her opinions regarding the nomination and remuneration of directors to the Board of Directors as the Chairperson of the Nomination and Remuneration Advisory Committee. She meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated him as an Independent Director.
3	N/a	He makes appropriate remarks and suggestions necessary for deliberations on agenda items and management decisions at Board of Directors meetings based on his abundant knowledge, experience and broad insight as an executive of a private-sector operating company. The Company continues to anticipate he will oversee overall management and provide advice by leveraging his experience as a management member at operating companies and his wide-ranging insights. He meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated him as an Independent Director.
4	N/a	She possesses extensive knowledge and experience and a wide range of insights as a director and officer at private operating companies. The Company believes that she can fairly and appropriately perform her duties as an Outside Director of the Company by leveraging her extensive insights and requests. After her election, the Company anticipates she will oversee overall management and provide advice by leveraging her wide-ranging insights about brand business. She meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated her as an Independent Director.
5	N/a	He audits the legality of the directors' business execution at the Board of Directors meetings, and also makes necessary remarks and recommendations as appropriate, mainly regarding the development of accounting systems and the establishment of internal control systems, as well as deliberations on proposals and management decisions based on his abundant knowledge, experience and broad insight as a certified public accountant, tax accountant and corporate auditor of a operating company. Additionally, he makes appropriate and necessary comments at Audit and Supervisory Committee regarding the Company's compliance system, etc. He meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated him as an Independent Director.
6	N/a	He provides input at Board of Directors meetings to ensure the appropriateness and fairness of the Board's decision-making based on his professional perspective as an attorney. Additionally, he makes appropriate and necessary comments at Audit and Supervisory Committee regarding the Company's compliance system, etc. He meets the standards for independent directors stipulated by the Tokyo Stock Exchange and there is no risk of a conflict of interest with general shareholders, therefore Company has designated him as an Independent Director.

## 4. Supplementary Explanation

- \*1 Check the box if all of the outside officers who meet the qualifications for an ID/A have been reported as ID/As.  
 Checklist of board member attributes
- \*2
- An executive of the listed company or its subsidiary
  - A director or accounting advisor who is not an executive of the listed company or its subsidiary. (limited to case of the outside company auditor)
  - A director or accounting advisor who is not an executive of the listed company's parent company
  - A company auditor of the listed company's parent company (limited to case of the outside company auditor)
  - An executive of the listed company's sister company
  - An entity or an executive of the entity for which the listed company is a major client
  - The listed company's major client or an executive of said client
  - A consulting firm, accounting firm, or legal firm which receives a large amount of money or other assets from the company, in addition to their remuneration as an officer
  - A major shareholder of the listed company (if the major shareholder is a legal entity, its executive)
  - An executive of a client of the listed company (excluding cases falling under f., g. or h.) (applies to outside officer him/herself only)
  - An executive of another company that holds cross-outside directorships/auditorships with the listed company (applies to outside officer him/herself only)
  - An executive of an entity receiving donations from the listed company (applies to outside officer him/herself only)
- Please note that the above notations of items a through l are a summary of the wording of the items specified in the TSE's regulations.
- \*3 Please use "○" when the outside officer presently falls or has recently fallen under the category; and "△" when they fell under the category in the past.  
 Please use "●" when a close relative of the outside officer presently falls or has recently fallen under the category; and "▲" when a close relative of them fell under the category in the past.
- \*4 If any of the item a through l apply, please state to that effect and outline thereof.
- \*5 Please state the reason for the appointment of the ID/A.
- \*6 If a situation arises in which the listed company is unable to secure at least one ID/A and one outside director, this will constitute a violation of the code of corporate conduct under the Securities Listing Regulations. In such case, please contact a Tokyo Stock Exchange listed company representative immediately.