

PILOT Corporation

2025–2027 Medium-Term Management Plan

1. Purpose of PILOT Group & 2030 Vision
2. Review of 2022–2024 Medium-Term Management Plan
3. 2025–2027 Medium-Term Management Plan

Purpose of PILOT Group & 2030 Vision

- In 2022, we redefined the significance of existence of PILOT and established our Purpose as our steadfast management objective.
- Keeping in mind the idea reflected in this Purpose, we will move forward with initiatives to achieve sustainable growth of the Group and address social issues, thus contributing to building a sustainable society.

Our Creations Inspire Creativity

We innovate for all who think, learn, play, create, communicate.

We generate original technology and great ideas so creativity can be freely unleashed.

We inspire joyful thinking and facilitate visionary experiences for everyone.



- The 2030 Vision, which we presented when we announced our 2022–2024 Medium-Term Management Plan (hereafter, the "previous Medium-Term Management Plan") remains unchanged.
- In the coming 100 years, we will continue to support the act of writing of people around the world with our writing instruments. We will also leverage our technologies derived from writing, which have been cultivated over the past 100 years, to respond to major changes in the external environment, with a commitment to supporting society, and culture in fields other than writing instruments as well.

We support the act of writing around the world and at the same time support society and culture in fields other than writing.

No. 1 brand in the global writing instrument market

- **Expansion of overseas business**
- **Maintain share of domestic market**

Grow with non-writing instrument businesses as the second pillar

Sales composition ratio 25%
Expansion of toy and industrial materials businesses
Creating new value linked with the purpose

Offer value to the environment, society, and employees

Contribution to the creation of a sustainable earth and society

Review of 2022–2024 Medium-Term Management Plan

Review of 2022–2024 Medium-Term Management Plan (1/4): Five Basic Strategies

- We positioned the previous Medium-Term Management Plan as the first phase toward the achievement of the 2030 Vision. We could almost achieve what we planned as the five basic strategies under the previous Medium-Term Management Plan.
- The business environment has been changing rapidly in recent years, and we have identified new issues about the management foundation, including the fact that it takes time to develop effective measures with our current capabilities of collecting and analyzing information.
- We understood that, to solve these issues, we needed to address issues of particular focus by prioritizing them from the Group's perspective.

Basic strategies

Key achievements

Issues identified

(1) Further strengthen functions for business expansion

- Establishment of sales bases in growth markets
- Strengthening and enhancement of sales channels in Japan
- Improvements to production bases including BCP
- Reorganization of the material procurement department

- Creation of products with competitive edges as well as products for launch in growth markets
- Inventory optimization at overseas sales bases
- Fact-finding and analysis for rebuilding a global supply chain



PPIN Pte. Ltd./India



Growth markets (India and ASEAN region)

Review of 2022–2024 Medium-Term Management Plan (2/4): Five Basic Strategies

Basic strategies

- (2) Set to work on capital and business alliances and new business concept

Key achievements

- Expansion of domain to stylishly designed stationery through capital and business alliance with Mark's
- Establishment of the Future Creations Office

Issues identified

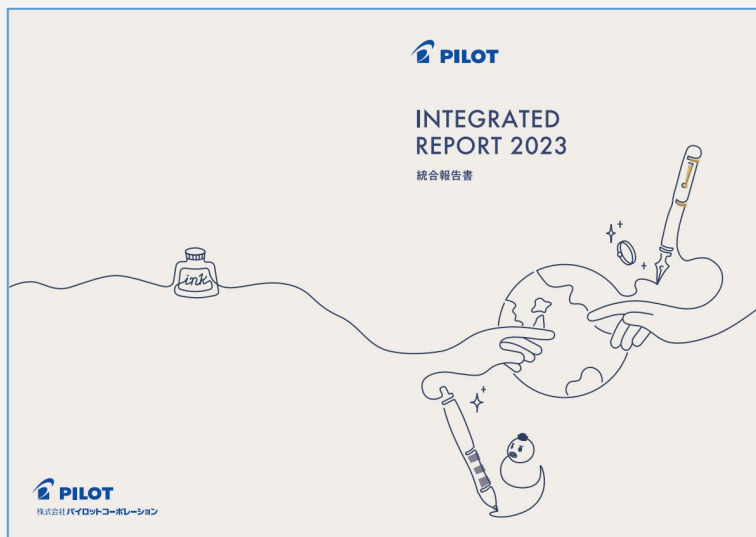
- Pursuing greater synergies
- Creating and developing new businesses



Products from Mark's

Review of 2022–2024 Medium-Term Management Plan (3/4): Five Basic Strategies

Basic strategies	Key achievements	Issues identified
(3) Strengthen the overall Group governance system	<ul style="list-style-type: none"> • Enhancement of Group governance achieved by revising rules and guidelines • Delegation of authority to executive officers 	<ul style="list-style-type: none"> • Information collection and analysis capabilities as part of the corporate function • Construction of a system infrastructure for using information
(4) Integrate sustainability and the Medium-Term Management Plan	<ul style="list-style-type: none"> • Establishment of the Sustainability Promotion Office • Revisions to crucial issues and formulation of relevant policies • Improvement of information disclosure 	<ul style="list-style-type: none"> • Expansion in the Group and strengthening our initiatives • Further improvement of information disclosure



Integrated report



FTSE Blossom Japan Sector Relative Index

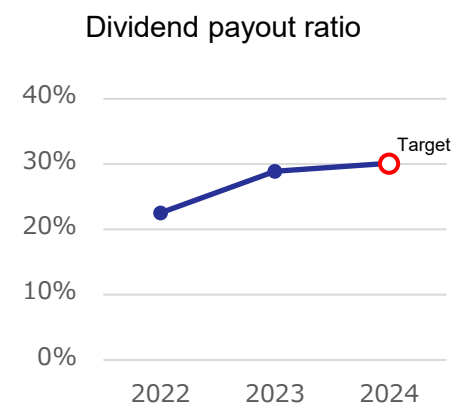
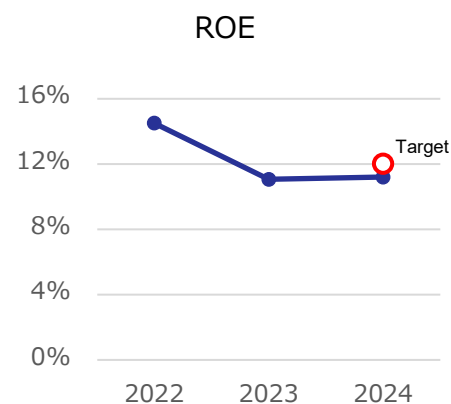
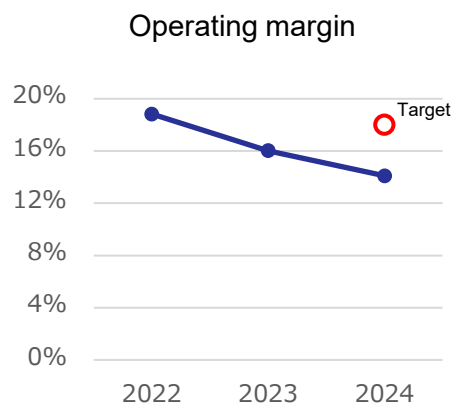
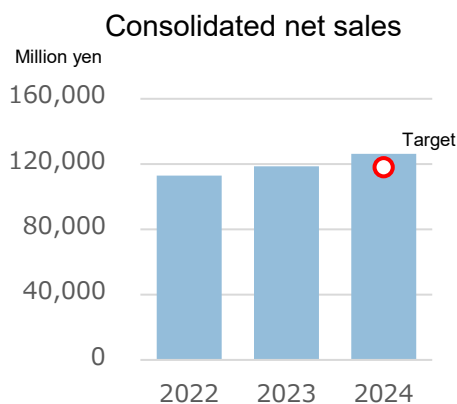
A sector-neutral benchmark index designed to reflect the performance of large-sized and mid- and small-sized stocks in Japan with high environmental, social, and governance (ESG) evaluation

(5) Formulate and implement the long-term design of human resources	<ul style="list-style-type: none"> • Unified organizational culture developed through activities including those for disseminating the Purpose • Expansion of training curriculum 	<ul style="list-style-type: none"> • Consideration of optimal staffing for future business expansion and operational reforms
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Review of 2022–2024 Medium-Term Management Plan (4/4): Financial Targets

- While consolidated net sales reached the target, the operating margin ratio in the fiscal year ended December 31, 2024 fell short of the target due to an increase in personnel, outsourcing, and other expenses. This reflected our increased human investments and infrastructure development for the future, as well as changes in the market environment that exceeded expectations, such as rising material costs.
- In terms of investment for growth, we have invested 1.3 billion yen in human resource development, 40 billion yen in business fields (6.1 billion yen in R&D, 28.7 billion yen in CAPEX, and 5.2 billion yen to overseas group companies), 1 billion yen in capital and business alliances, totaling 42.3 billion yen.
- Regarding dividends, while the target payout ratio was 30% or higher, we increased dividends consecutively and achieved a payout ratio of 30.1% in the fiscal year ended December 31, 2024, thus attaining the target. In addition, we acquired treasury shares (4.0 billion yen).

Indicator	(Unit)	FY 2022	FY 2023	FY 2024	Target
Consolidated net sales	(Million yen)	112,850	118,590	126,168	118,000
Operating margin	(%)	18.8	16.0	14.1	18 or more
ROE	(%)	14.5	11.1	11.2	12 or more
Dividend payout ratio	(%)	22.5	28.9	30.1	30 or more



2025–2027 Medium-Term Management Plan

[Review of past 100 years]

- We have been creating, manufacturing, and delivering writing instruments as tools for a wide range of users from countries all over the world. We will further evolve these accumulated achievements, enhancing our corporate value.
- Users around the world have been engaged in many creative activities by means of writing, thereby developing society and culture. We will continue to make contributions to support society and culture.

[What we have accumulated over the 100 years]

Global supply chain

- Our products sold at: More than 190 countries and regions
- More than 100 years of history and trust

Technologies accumulated through R&D efforts

- Ability to develop chemical technologies, which originates from ink development
- Expertise in alloy- and metal-processing technologies
- Firing technologies originating from ceramics and mechanical pencil lead, etc.

Accumulated knowledge on the act of writing in the world

- Act of writing: Technologies for adjusting fountain pen nibs and after-sales services
Pursuit of smooth writing experience and fatigue-free use
- Education: Penmanship course, learning support activities, etc.

Technologies, expertise, and human resources for integrated production

- Integrated production system in the Group, from design and molds to products
- Capability of producing a wide range of products, from craft to mass-produced products, etc.

[From "Support the act of writing" to "Our Creations Inspire Creativity"]

We deeply discussed with what thoughts we have been supporting the act of writing.

For us, the meaning of the act of writing has expanded to cover various acts of expressing what one has in mind. We have reaffirmed that supporting such an act of writing is nothing less than supporting people's creativity.

We provide new value that is created from the pursuit of writing, which is important for living humanly.

[Toward the coming 100 years]

During the period of the 2025–2027 Medium-Term Management Plan (hereafter, the “current Medium-Term Management Plan”), we will internally establish and surely implement the cycle of creating a place --> personal growth of people --> creating goods and services.

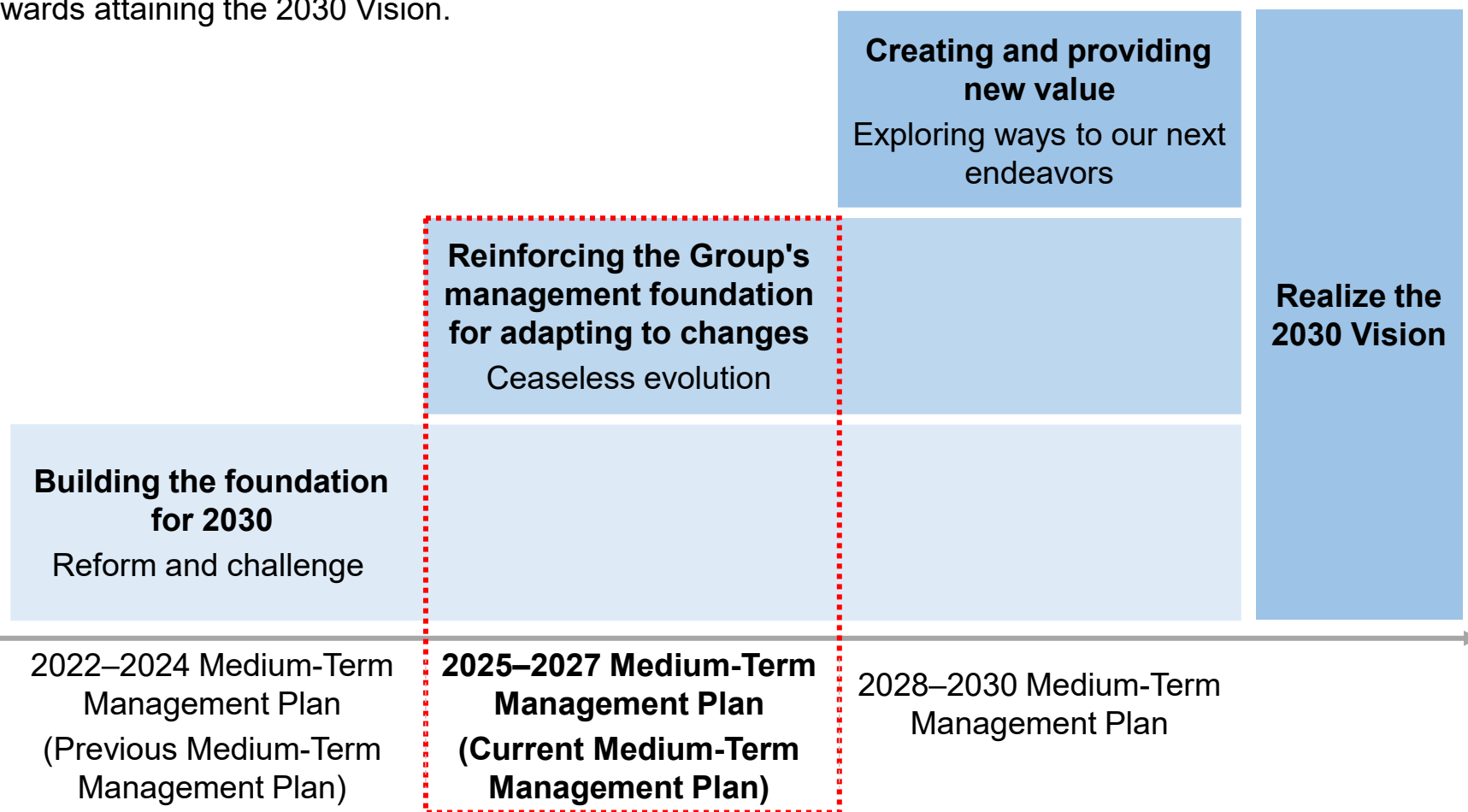
Believing that this will give us the power to create a new competitive edge for the future and continue creating value, we have set initiatives under the current Medium-Term Management Plan.



- We have executed almost all the initiatives under the previous Medium-Term Management Plan and achieved the sales target.
- Under the current Medium-Term Management Plan, we will continue with our basic strategies and narrow down management tasks for achieving the 2030 Vision. To achieve growth in the writing instrument business in the global market, we will deliver attractive tools and opportunities that support the value of writing and the act of writing to people all over the world, thereby maintaining and improving our margin.
- We will promote management that is conscious of cost of capital and stock price, and strengthen shareholder returns.



- Under the previous Medium-Term Management Plan we made some new findings, including issues. We understood that we need to solidify the Group's management foundation further to contribute to a sustainable society and respond promptly to rapid changes in the business environment.
- Under the current Medium-Term Management Plan, we will strengthen the overseas expansion of the writing instrument business, which is our core business, and create new businesses. We position this as a phase for reinforcing the Group's management foundation for adapting to changes, as we achieve ceaseless evolution, towards attaining the 2030 Vision.



Management Tasks to Focus Our Efforts on

- We understand that achieving growth in the writing instrument business in the global market is the top-priority management task that we should be focused on, as we seek to attain the 2030 Vision. We will also reinforce the structure of non-writing instrument businesses to create new businesses. Judging that finding new alliance partners and driving sustainable management of the Group is important for implementing the above tasks, we will commit ourselves to them under the current Medium-Term Management Plan.

Positioning
of 2025–2027
Medium-Term
Management Plan

Reinforcing the Group's management foundation for adapting to changes **Ceaseless evolution**

Management task (1)

Increasing the global market share of writing instrument business

Management task (2)

Reinforcing the structure of non-writing instrument businesses

Management task (3)

Finding new alliance partners

Management task (4)

Driving sustainable management of the Group

(4) - 1 Driving operational reforms from the viewpoint of total optimization

(4) - 2 Reinforcing the Group management structure and driving human resource development

(4) - 3 Reforming the global supply chain of writing instrument business

Management
tasks to focus
our efforts on

Perceived Growth Opportunities

- From the three perspectives of markets, technologies, and sustainability, we understand that we will have many growth opportunities in working on the current Medium-Term Management Plan.

Trends

Opportunities for growth

Risks

Markets

- Areas with high economic growth rates
- Expansion of e-commerce
- Diversification of lifestyles



- Growing demand in areas with growing population, or in Indian and ASEAN markets in particular
- Diversifying points of contact with customers
- Growing interest in experience instead of goods
- Increasing mobility in the labor market

- Intensifying competition in existing markets
- Foreign exchange risk
- Securing labor

Technologies

- Development of robotics
- Shift to smart factories
- Sophistication of on-time data analysis



- Higher precision of marketing research and demand forecast
- Productivity improvement attained by applying technologies such as AI and automation technologies
- Progress in technologies which reduce the environmental impact

- Increase in system investment
- Shortage of system personnel

Sustainability

- Sustainable procurement by companies
- Increase in the number of products with considerations for the environment and diversity
- Tighter environmental regulations



- Rising demand for products and services with considerations for the environment and universal design
- Emergence of new business models
- Technological progress for complying with various regulations

- Tighter regulations
- Risk of tariff hike
- Logistics risk
- Increase in cost
- Natural disaster risk

Major Actions (1/8)

- Perceiving growth opportunities and in consideration of risks, we will take the following major actions under the current Medium-Term Management Plan to address key management tasks.

	Management task	Major action	Reference
(1)	Increasing the global market share of writing instrument business	<ul style="list-style-type: none"> Creating and launching new products with competitive edges Increasing sales by increasing sales force and launching products in growth markets, or in India and the ASEAN region in particular Strengthening area strategy with a market-oriented approach 	pp. 18–20
(2)	Reinforcing the structure of non-writing instrument businesses	<ul style="list-style-type: none"> Toys: Increasing sales and expanding IP business in overseas markets Creating new value with the central role played by Future Creations Office Industrial materials: Production increase and sales expansion of ceramics, etc. 	pp. 21–24
(3)	Finding new alliance partners	<ul style="list-style-type: none"> Finding new partners by applying intellectual property landscaping 	p. 24
(4)-1	Driving operational reforms from the viewpoint of total optimization	<ul style="list-style-type: none"> Introducing a new core system through operational reforms 	p. 25
(4)-2	Reinforcing the Group management structure and driving human resource development	<ul style="list-style-type: none"> Sophistication of collection and utilization of Group company information Stepping up investment in human resource development 	p. 25
(4)-3	Reforming the global supply chain of writing instrument business	<ul style="list-style-type: none"> Optimizing inventory levels at overseas sales bases 	p. 26

Major Actions (2/8): Creating and Launching New Products with Competitive Edges

- We will create globally competitive new products. For instance, we will launch new products for the European market in the FRIXION series of ballpoint pens featuring erasable ink, for which we achieved cumulative sales exceeding 4.7 billion units*. (* Actual sales as of December 31, 2024)

FRIXION ball+ (plus)

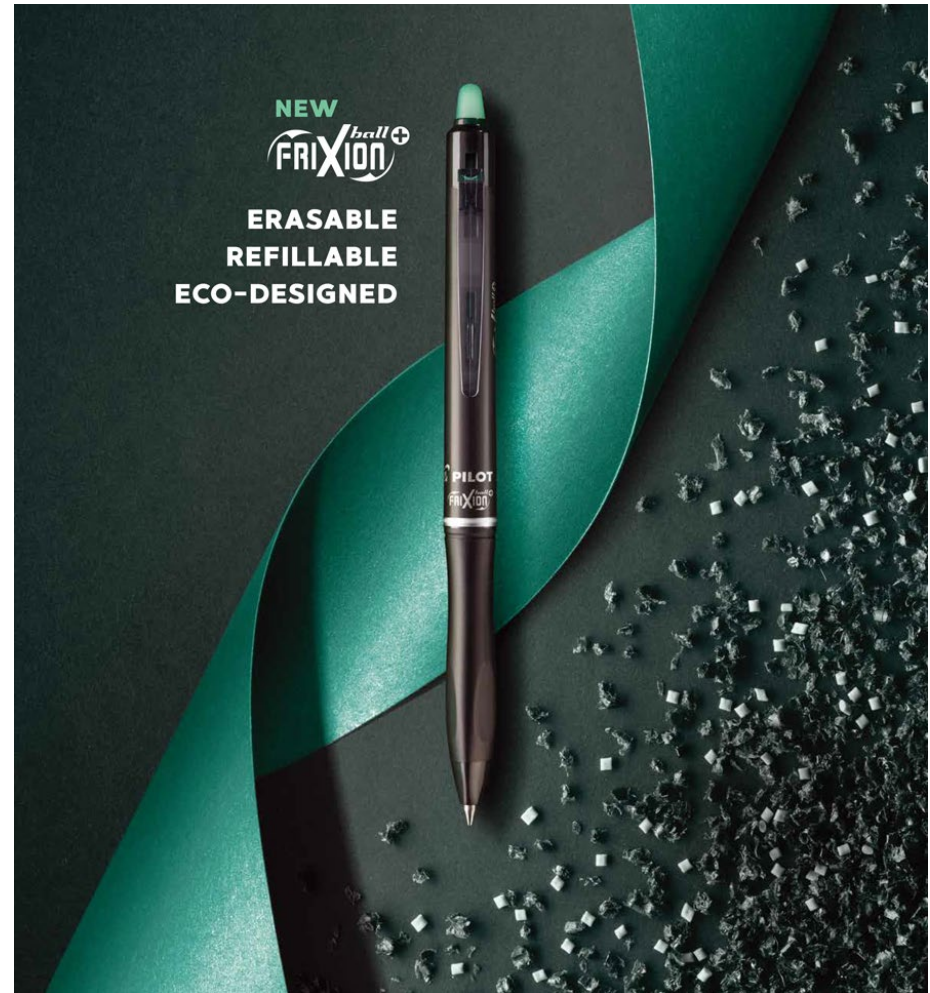
A new product in the FRIXION series of ballpoint pens featuring erasable ink, manufactured at our plant in France using recycled plastics.

(Launched in Europe in January 2025)

B2P



Since 2006, we have been manufacturing the B2P at our plant in France. The B2P is a product that features the use of a material, mainly recycled from plastic bottles (PET), which is intended for the European market where environmental awareness is high.



Major Actions (2/8): Creating and Launching New Products with Competitive Edges

- Based on our meticulous market research, we sell a highlighter pen featuring new functions that eliminate traditional areas of dissatisfaction felt by users, in Japan and East Asia. Moving forward, we will offer this product globally.

KIRE-NA (Launched in Japan in October 2024)

It features "Precision Guide", a newly developed function, and fast-dry ink that dries in one second.



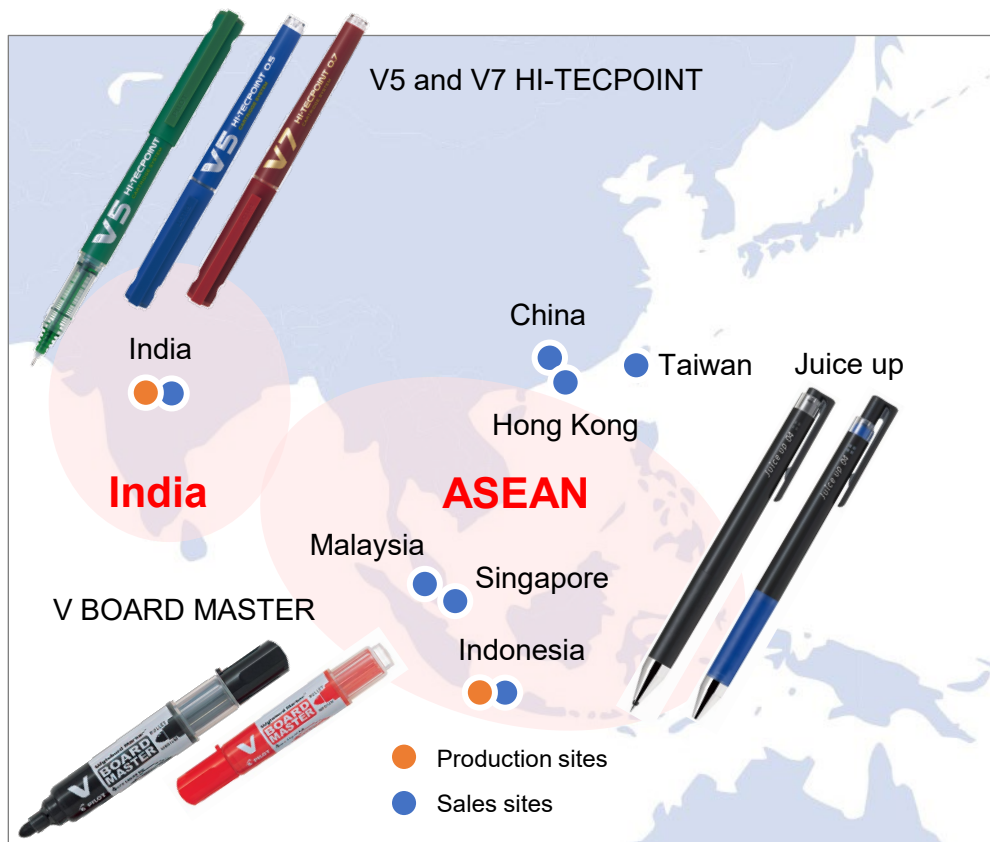
Available in 10 colors

Pink	Orange	Yellow	Green	Blue
Pale Pink	Pale Orange	Pale Green	Pale Blue	Warm Gray

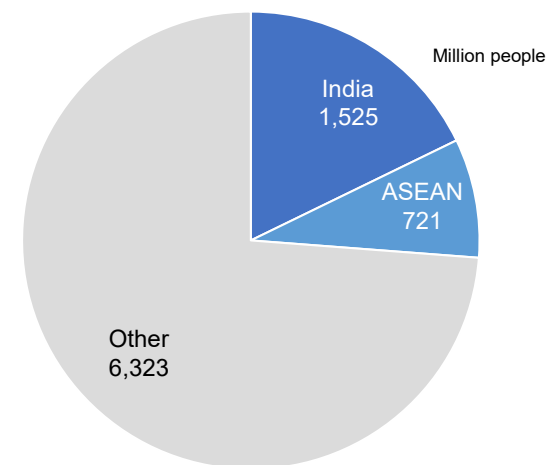
Major Actions (3/8): Launch of Products and Sales Growth in India and the ASEAN Region

- Under the previous Medium-Term Management Plan, we established sales and production bases in India and the ASEAN region, which are seen as growth markets.
- Populations of India and the ASEAN region are large and are expected to continue increasing, so we regard them as promising growth markets. We will market our products widely by further increasing the visibility of our corporate and product brands, rebuilding sales channels, and expanding local production. We will implement various initiatives to expand sales in these areas.

Expansion into India and the ASEAN region



Estimated populations of India and the ASEAN region in 2030



Rate of population increase in the period until 2050

(2020 value for each country and region = 100)

	World	India	ASEAN	China	Japan
2030	108.6	108.7	107.0	98.0	94.7
2050	122.5	119.7	114.7	88.4	83.2

	USA	France	Germany	UK
2030	104.8	101.8	99.0	105.8
2050	112.2	103.5	93.6	112.1

(Source) United Nations

Major Actions (4/8): Overseas Expansion of Toy Business and Strengthening of the IP Business

- We will introduce to the market toy products in new categories based on internal development and technological capabilities.
- We will enhance content and promotional activities with a focus on Mellchan and Ahiru taichou to strengthen our license business. We will thus offer products intended for a wide range of targets to create new sales.
- We will also endeavor to launch PILOT brand toys in overseas markets and establish them there, thus building the foundation for future expansion.

Our original characters

Offering products intended for a wide range of target groups



Ahiru taichou



Mellchan is No.1 Doll in the nurturing category in Japan.

Examples of use of our licenses

Products offered overseas and those leveraging our proprietary technologies



Yurukawa Mellchan goods



Example of collaboration



The color changes in response to cold water. Use the tip to draw a pattern.

Major Actions (5/8): Attempts to Create New Value

- We will press ahead with new businesses through cooperation with the relevant internal departments that possess the requisite technological capabilities and conceptual power, as well as through collaborations with external partners. In doing so, we will use as our hub PILABOT, a platform for driving new businesses that was built and made open to the public by Future Creations Office, which was established in 2023.
- We will create the seeds of future creation and new value by transcending the value of the act of writing that we have been providing at PILOT.

Launch of PILABOT, a platform

Ongoing projects and plans

PILOT has begun to work on creation
beyond the act of writing.

We will pursue a number of initiatives!

PILABOT

PILABOT

PILOT has been making writing instruments.

But this is not all!

This is a place for undertaking new initiatives
without restrictions, so that our creations will inspire
creativity.

PILABOT is a lab for creation at PILOT.

Creating opportunities
that inspire creativity

You can make it dirty!
project

Existing technologies
x New domains

**Picture books
for enjoying
changing colors**

Creation x Clothes

YUDANGI

Creation x Digital

We are developing a digital
service that will create new
value of the act of writing.

Creating opportunities that inspire creativity

"You can make it dirty!" Project

We will launch a project, which will let children enjoy creation even more under the slogan, "You can make it dirty!"



Existing technologies x New domains

Picture books for enjoying changing colors

We have published two new picture books, for which we used an ink whose color changes in response to changes in temperature. This ink is also used in FRIXION erasable ballpoint pens. The picture books let children enjoy changing colors by touching or rubbing the pictures.



Creation x Clothes

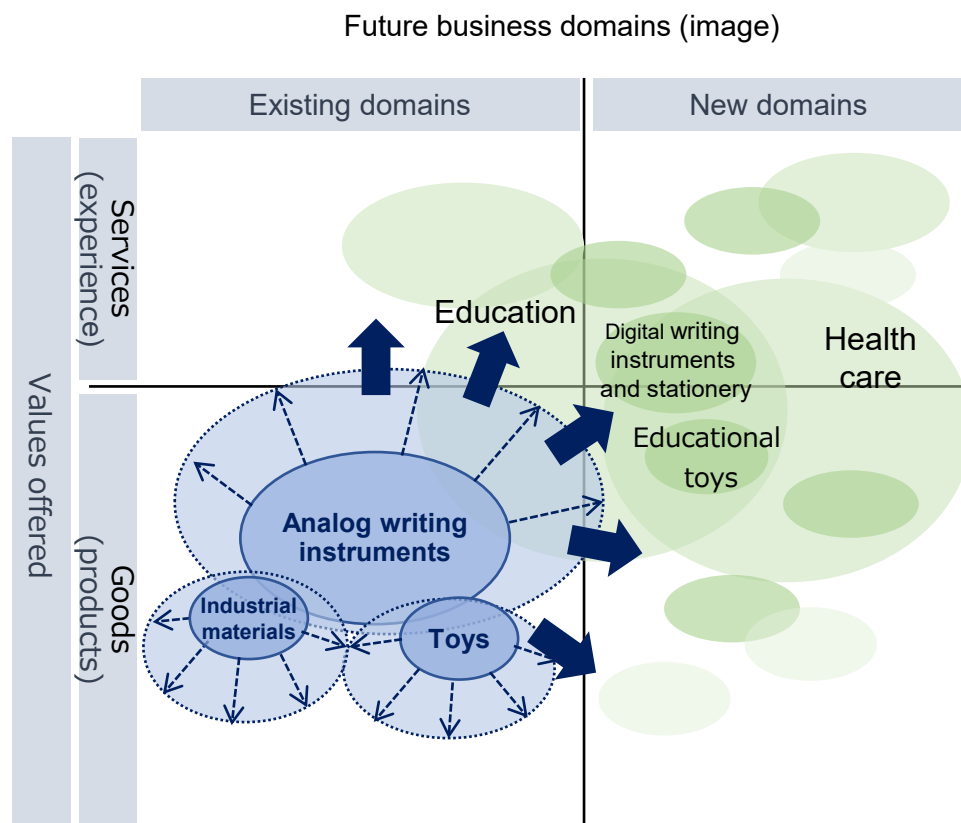
YUDANGI

If only we could create clothes that seamlessly connect moments in everyday life as a mix of time spent at work and time spent away from work and that are so comfortable that you stop thinking (yudan) about what you are wearing. Developed with this desire, YUDANGI is casual clothing that supports daily creative activities.



Major Actions (6/8): Finding New Alliance Partners

- We will accelerate growth by finding and cooperating with partners who can grow and create synergy with us.
- We have formed and begun operating projects for accumulating knowledge, such as identifying needs, discovering partners by applying intellectual property landscaping, and looking for ways to cooperate.



Previous Medium-Term Management Plan:
Breaking away from self-sufficient business models

- Acquisition of MARK'S Group Holdings K.K. as a Group company
- Joint development with other industries



Issue: Because of inexperience, it took time for us to consider and verify each project.

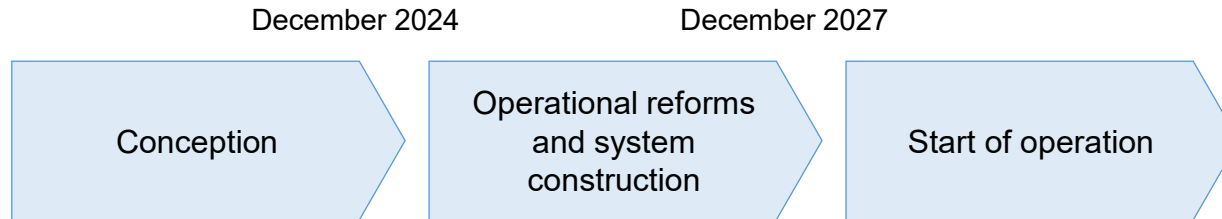


Current: Building a system for accelerating our alliance strategy

- Developing internal experts who cater to the needs of each business (accumulation of knowledge)
- Accelerating M&A and formation of alliances during the periods of the current and next Medium-Term Management Plans

Major Actions (7/8): Introduction of a New Core System and Investment in Human Resource Development

- We have determined that a system which permits timely access to and analysis of information is necessary for high-level business judgments and decisions. With the project launching in 2024, we are now building a new core system to start operating it in 2028.



- We expect that introduction of the new core system will significantly change the way each employee works. We regard human resources as the source of our growth. We will therefore provide opportunities for autonomous growth and support their development so that each employee will be able to demonstrate higher performance with a high level of engagement and in a career track that they envisioned.

Strengthening the Group's management structure

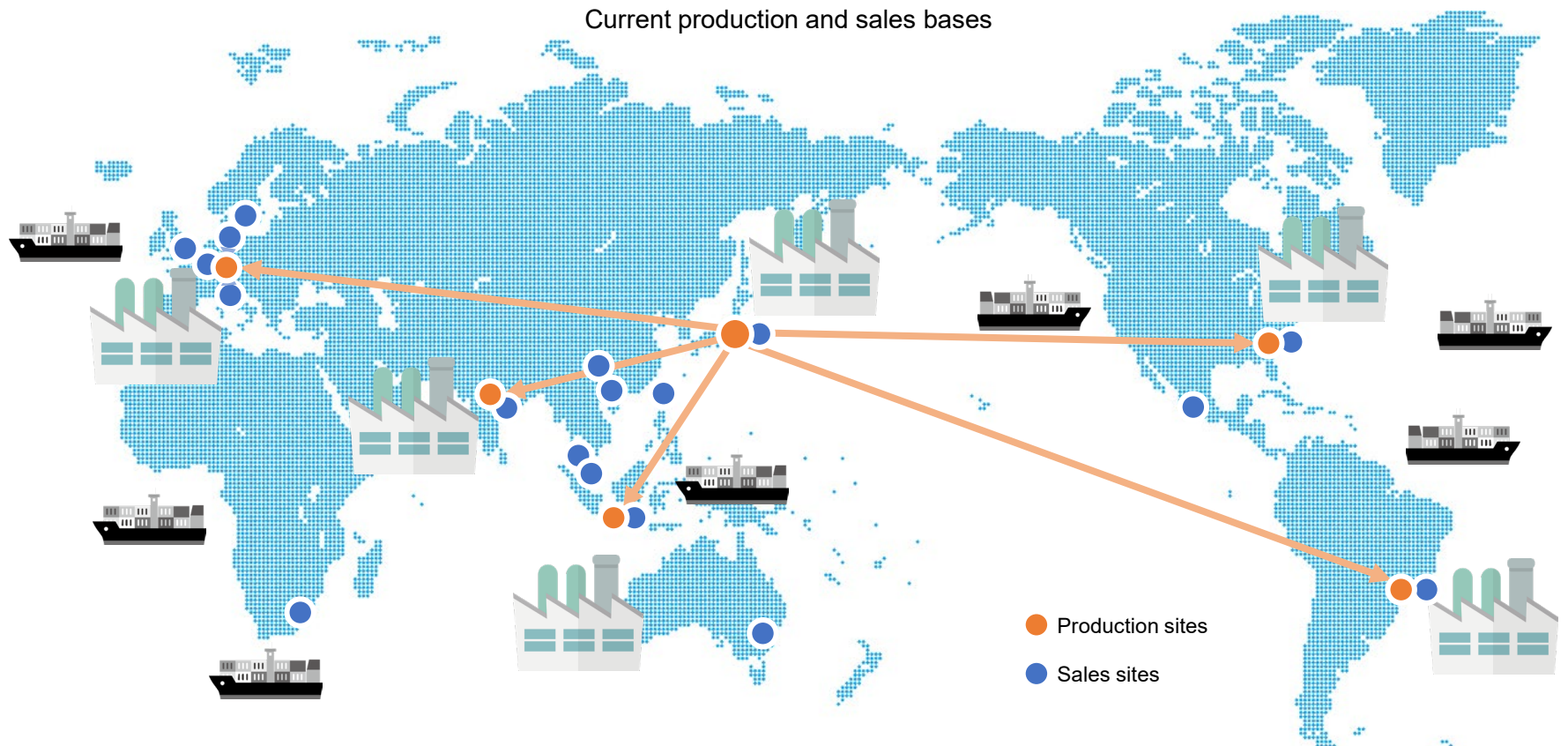
- Strengthening corporate functions
- Hiring qualified professionals
- Promoting DE&I
- Use of human resources for higher value-added work

Investment in human resource development

- Creation of employment with added value
- Offering opportunities for self-directed career development
- Reskilling

Major Actions (8/8): Supply Chain Reforms

- We understand that it is very important to consider where to purchase, where to produce, and where to transport and sell products from various perspectives, including the viewpoints of profitability, efficiency, productivity, safety, and growth potential.
- With regard to inventories (stock), we will strive to lower the inventory levels through supply chain reforms, by assuming levels before the COVID-19 pandemic (2019).
- We will optimize inventory levels in response to changes in the market by finding facts and sorting out tasks, including those that were identified through initiatives under the previous Medium-Term Management Plan, as well as by envisioning a plan to rebuild our global supply chain without adhering to conventional approaches.



Details of Capital Expenditure (1/2)

- Capital Expenditure

Initiatives to respond to long-term demand growth, implement BCP, and improve work environment for employees

Capital expenditure in Hiratsuka Plant and Isesaki Plant

Construction of a technology center

- System Investment

Building a new core system for responding to changes in the business environment

Planned capital expenditure, system investment, and depreciation & amortization

(Million yen)

	FY 2025	FY 2026	FY 2027
Capital Expenditure	7,500	17,000	20,500
System Investment	0	1,800	1,200
Depreciation	6,400	6,700	7,400

Miyoshi Plant (Miyoshi-shi, Aichi)



Assembly Building 1
(Operation started in 2023)



Automated guided robot
(introduced on an experimental basis)

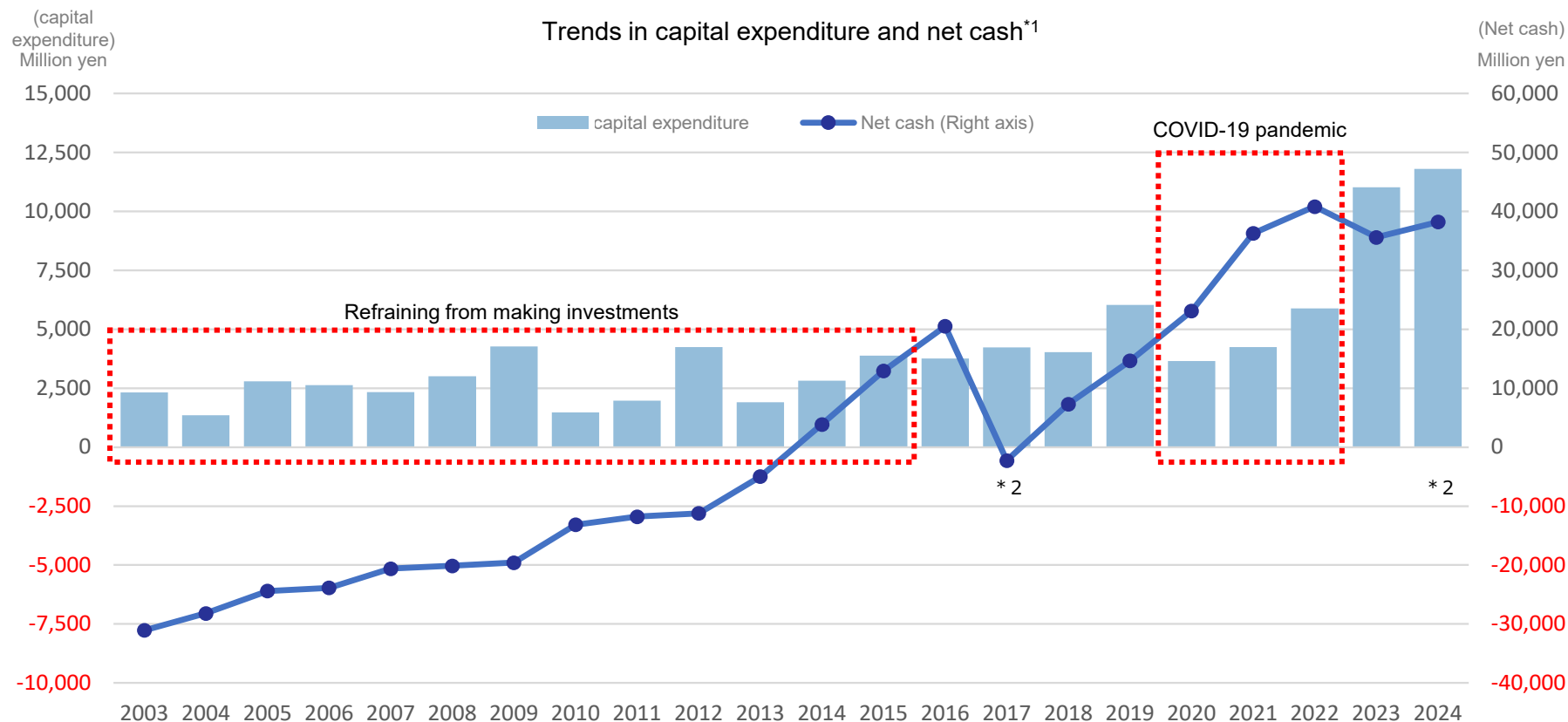
Hiratsuka Plant (Hiratsuka-shi, Kanagawa)



Technology Center building (Conceptual image)

Details of Capital Expenditure (2/2)

- We were refraining from making capital expenditures until around the mid-2010s, when our investment capacity was limited. Because production equipment had become older and obsolete and replacement was inevitable, we began to make investments to compensate for the absence of investments from FY2023, when earnings conditions had improved and the COVID-19 pandemic had ended.
- We are also driving initiatives for production increases, BCP, energy conservation, and environmental protection.



*1) Net cash = Cash and deposits - Interest-bearing debt

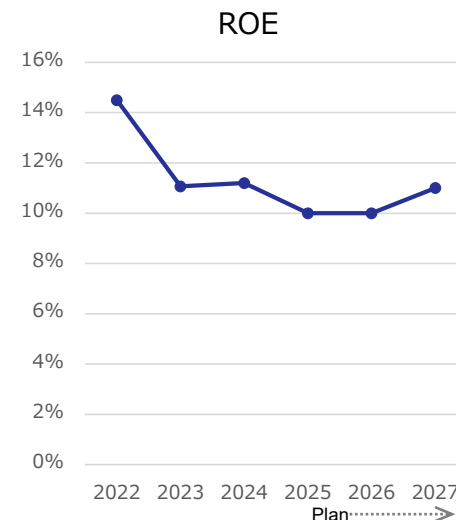
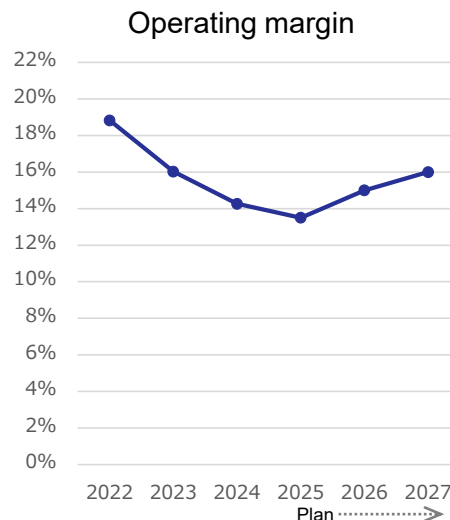
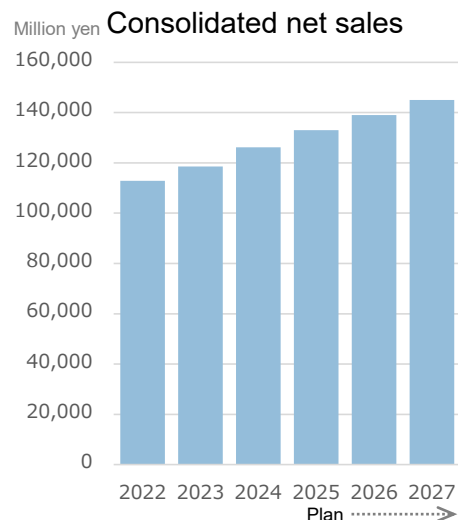
*2) Treasury share acquisition

Financial Targets

- To be the No. 1 brand in the global writing instrument market, we will strive to increase sales by 4% to 5% every fiscal year. On the other hand, the operating margin will be stagnant due to an increase in depreciation associated with investment in growth and rising material costs. By implementing cost controls, we aim to achieve an operating margin of 16% or higher in FY2027.
- Because we will also improve our return on capital and increase shareholder returns, we have set target consolidated net sales, operating margin, ROE, and the total payout ratio as our financial targets.

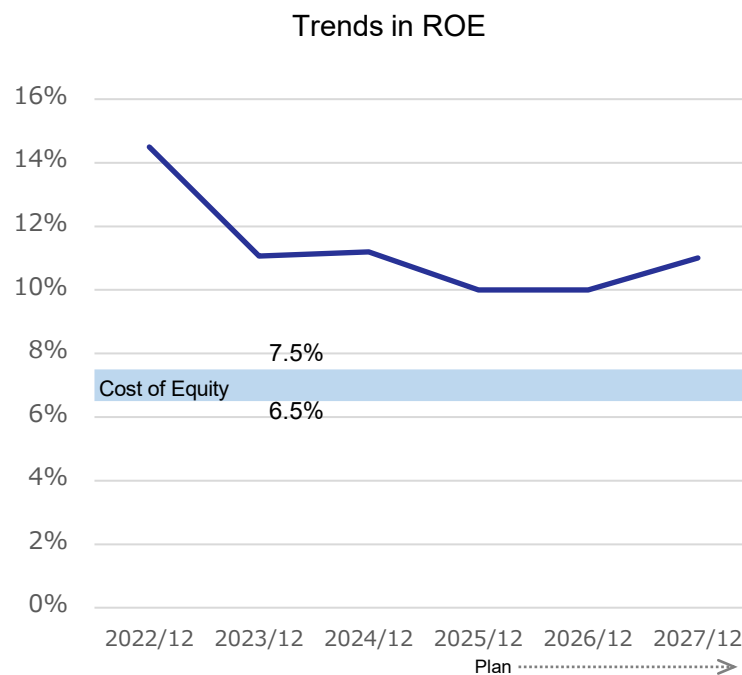
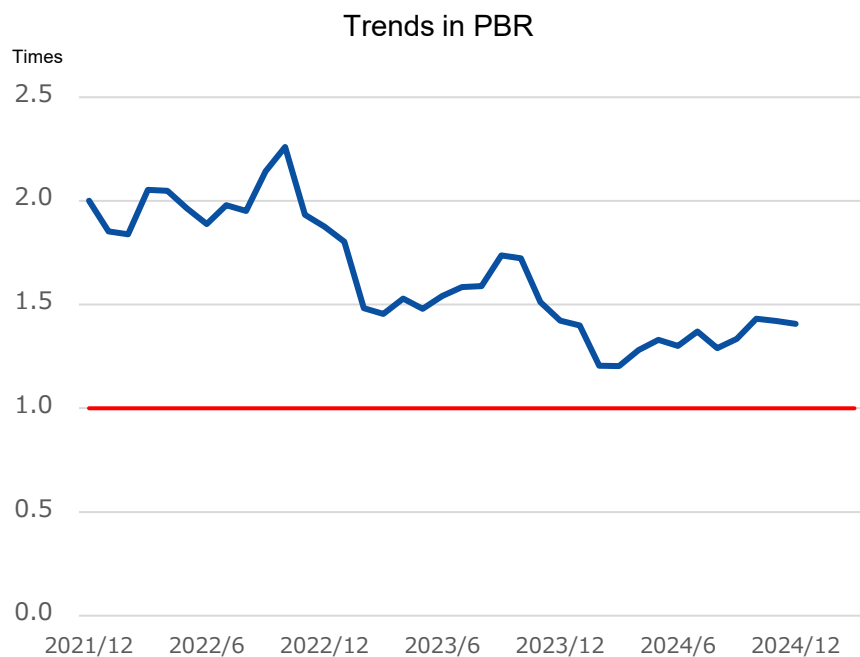
Indicator	(Unit)	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Consolidated net sales	(Million yen)	112,850	118,590	126,168	133,000	139,000	145,000
Operating margin	(%)	18.8	16.0	14.1	13.5	15 or more	16 or more
ROE	(%)	14.5	11.1	11.2	10.0	10 or more	11 or more
Dividend payout ratio	(%)	22.5	28.9	30.1	—	—	—
Total payout ratio	(%)	—	—	—	50 or more	50 or more	50 or more

(Exchange rate assumed for FY2025 and onward:
1 US dollar = 150 yen, 1 euro = 160 yen, 1 yuan = 21.4 yen)



Management that is conscious of Cost of Capital and Stock Price (1/3)

- PBR has remained between 1.2 and 1.4 since January 2024, and we believe that we are receiving a certain level of valuation.
- Through dialogue with investors, we understand that we should maintain and improve the margin ratio even in a difficult earnings environment and operate efficiently without waste. We have therefore set operating margin and ROE as our financial targets again.
- We recognize our company's cost of equity to be 6.5-7.5%. We will move ahead with initiatives to widen the spread between it and ROE, including cost control and capital efficiency improvement.



Recognition

- Under the previous Medium-Term Management Plan, we worked to build the foundation for 2030 Vision and reaffirmed the importance of developing management foundation further.
- We recognize our company's cost of equity to be 6.5-7.5%.
- ROE remained above the cost of equity throughout the period of the previous Medium-Term Management Plan (11.2% in FY2024).
- PBR has remained relatively high at 1.2 to 1.4 since January 2024.
- Regarding the balance sheet, the level of cash and deposits has been higher, and the inventory turnover period has been longer, compared to the 2010s.
- The earnings environment will remain challenging for the time being, with factors including rising labor costs for securing human resources globally, capital expenditure that has remained at a high level, and sluggish consumption demand in overseas markets.

Policies

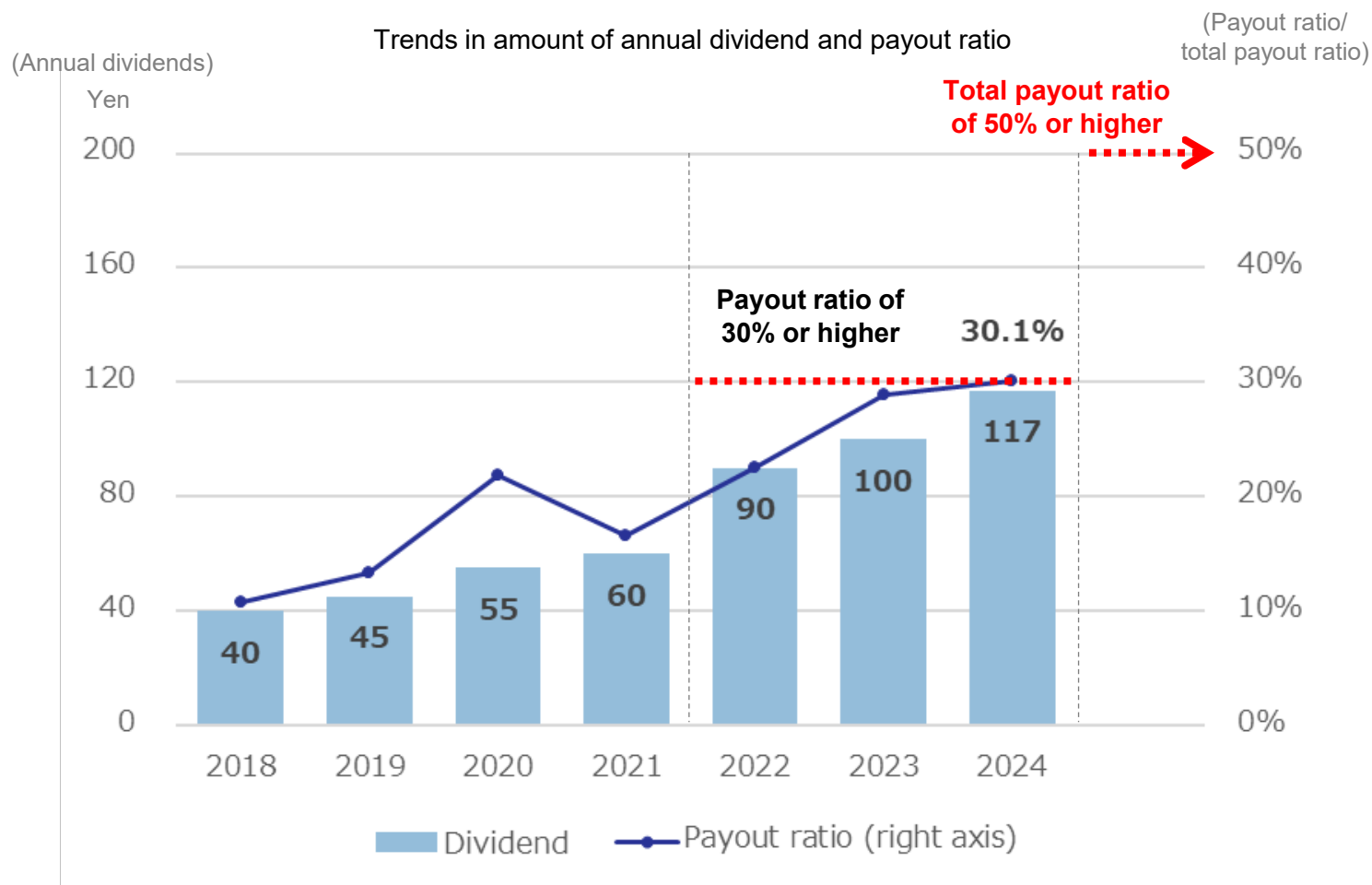
- To enhance shareholder returns, we have set a new target of the total payout ratio of 50% or higher.
- We will acquire treasury shares flexibly in response to changes in the business environment, for the purpose of improving capital efficiency.
- We will review the balance sheet with a focus on cash and deposits and inventories.

Initiatives

- We have set the targets for the FY2027, the final fiscal year of the current Medium-Term Management Plan as consolidated net sales of 145 billion yen, an operating margin of 16% or higher, and an ROE of 11% or higher.
- We will continue cost control by focusing on our priority measures and aim to reduce SG&A ratio below 35% in FY2027.
- We recognize that the appropriate level of cash and deposits is around 30 billion yen, and we will actively invest our surplus funds in the future.
- With regard to inventories (stock), we will strive to lower the inventory levels through supply chain reforms, by assuming levels before the COVID-19 pandemic (2019).

Strengthening Shareholder Returns

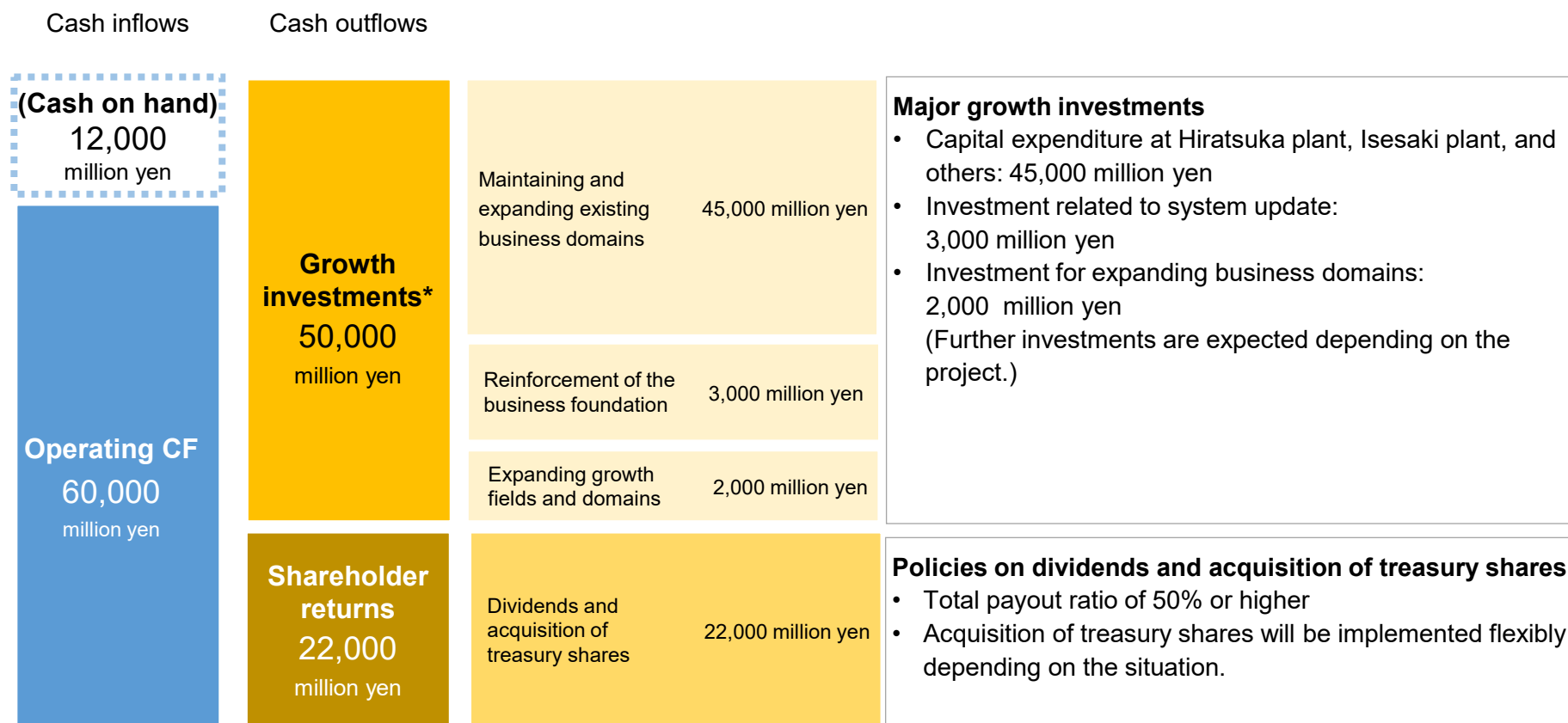
- Under the previous Medium-Term Management Plan, we set a payout ratio at 30% or higher as one of our financial targets. Under the current Medium-Term Management Plan, we will strengthen shareholder returns by targeting a total payout ratio of 50% or higher while maintaining the principle of paying stable dividends.
- We will also acquire treasury shares flexibly in response to changes in the business environment, for the purpose of improving capital efficiency and increasing shareholder returns.



Cash Allocation

- We will make capital expenditure and system investment using cash generated by operating activities for three years and some of cash on hand. We will strengthen shareholder returns while working to improve management efficiency.

Cash allocation (2025–2027)



* Excluding human resource development and R&D expenses.

Sustainability Initiatives

- Based on the 2030 Vision, the Group will achieve sustainable growth and create an environment which permits people to live life to the fullest and demonstrate their creativity, through its business activities. At the same time, we will address social issues and help build a sustainable society.

Crucial issues	Theme/direction	Major initiatives
Contributing to the creation of social and cultural value	Promotion of initiatives, collaborations, and co-sponsoring in the fields of culture and education	<ul style="list-style-type: none"> Activities to promote the benefits of handwriting Cosponsoring the importance of handwriting project Activities to help people improve their creativity PILOT penmanship correspondence course (since 1978)
Solving environmental issues through our products and services	Realization of a decarbonized society Environmentally friendly products	<ul style="list-style-type: none"> Increasing the visibility of and promoting the appeal of refillable products (with ink refills) Expanding the business of environmentally friendly products Holding environmental events and carrying out environmental promotional activities
Developing workplace environment that enables work to be performed with good physical and mental health	Human resources development Employee health	<ul style="list-style-type: none"> Providing opportunities for autonomous growth and supporting human resources development Global leadership training (since 2023) Improving employee engagement Promoting DE&I
Building a sustainable management foundation	Creating various policies and systems Promoting collaboration within the Group and information strategies	<ul style="list-style-type: none"> Responding to global information disclosure standards Responding to TCFD recommendations on disclosures (Support for TCFD expressed in 2023) Driving information disclosures, including integrated reports Responding to external evaluation (Pilot Corporation of Europe S.A.S. won the EcoVadis Gold Medal.)



BEGREEN
Positive with the Planet

BEGREEN is a global brand of environmentally friendly products. We use environmentally friendly materials for our products for harmony with the global environment.



プラスチック製
使用済みペンリサイクル
はじめよう、ペンのリサイクル

We collect and recycle used plastic writing instruments as an initiative to build a recycling-oriented society.



TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD is a scheme on climate-related initiatives and disclosures. Under the scheme, companies are required to take initiatives and disclose information.



GOLD | Top 5%
ecovadis
Sustainability Rating
NOV 2024

EcoVadis is a French profit organization that assesses and rates corporate sustainability initiatives. It is used mainly by buyers for checking initiatives taken by their suppliers.



Our Creations Inspire Creativity