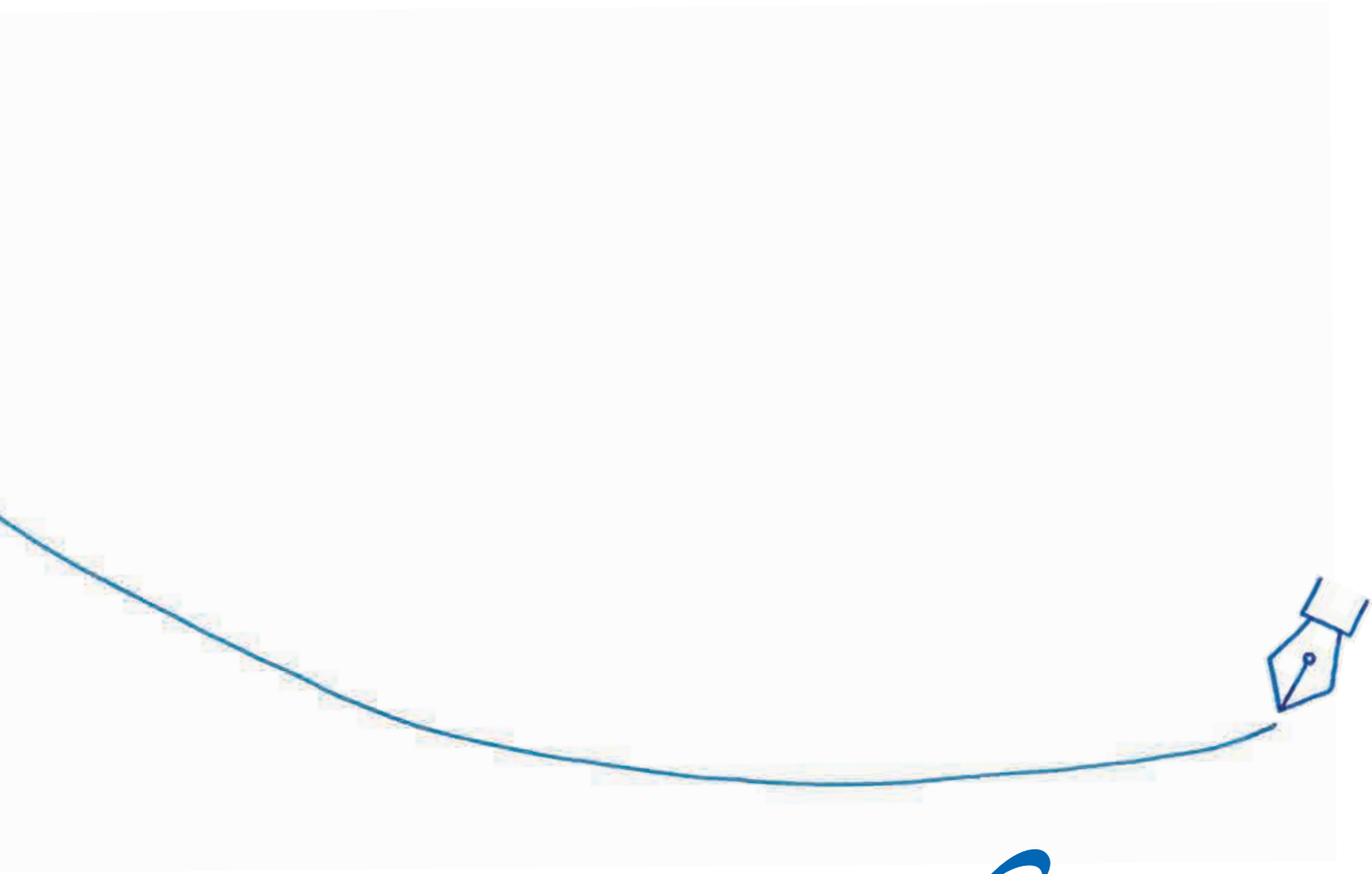


PILOT

CORPORATE PROFILE

Founder Ryosuke Namiki's story

After graduating from the Tokyo Merchant Marine Academy around the early 20th century, Ryosuke Namiki worked as an engineer on merchant ships involved in international trade. In constant contact with the imports being transported on these ships, he often dreamed of creating something Japanese that the world would be proud to use. This vision was no doubt bolstered by his school's policy of teaching students to play an active role around the world, across the seven seas.

In 1906, Namiki was appointed as a professor at the school he graduated from. One particular day during drawing class, Namiki witnessed a student struggling to use a ruling pen, and so he developed the Namiki brand of ruling pens that had the ink stored in-line, and acquired the relevant patent for it.

Namiki's inquisitive nature shifted to fountain pens that everyone could use. The "adventures on paper" of writing took another step forward. The first hurdle of his research was that he had to address the nib at the pointed end of the pen. Namiki was constantly plagued by abrasion of the nib when developing his Namiki brand of ruling pens. The answer was on a ship. Namiki learned that the nib of fountain pens from overseas contained iridium, a hard metal that, possibly by chance, was the same material used as the supporting pin of compasses due to its corrosion-resistance properties in sea breezes. This chance encounter with iridium saw Namiki's research take new strides. Yet he hit financing issues just before development could be completed. Picking up the pieces was Masao Wada, a person who had come to Namiki's assistance a number of times over the past. Wada and Namiki first met each other when they were both crew members on a merchant ship, and became close friends who shared their future aspirations. With Wada's unwavering assistance, the first fountain pen made completely in Japan was produced on February 9th,1916. Two years later, Namiki and Wada established Namiki Manufacturing Company. "Support Writing" PILOT Corporation's global adventure had just begun.

A century ago, one sailor set out
to create a fountain pen for the world...
PILOT was born with this vision of
"adventures on paper."

Unbridled passion for writing.

Expanding the world of writing, from premium to state-of-the-art.

Being a company that supports the intellectual art of writing

Writing is a sign of intellectuality - the act of humans expressing their thoughts as text that can be read and understood. From the Egyptian hieroglyph and wooden and bamboo strips of China, to the modern Chinese and Japanese characters and other texts that are in use today, writing is a medium of communication that has linked humans around the world and been a key driver to the advancement of mankind.

For almost a century, PILOT has focused on this act of writing, and has constantly been involved in its development. Through its products, PILOT hopes to play a vital role in ensuring that the culture of writing is passed on to future generations.

While computers and cell phones are the mainstay of communications today, handwriting exhibits the warmth of a personal touch with the unique pressure and fluctuations in each letter. Writing is a medium for conveying feelings, transmitting thoughts and connecting with others, and it is because of these qualities that PILOT wants to provide customers with products that faithfully represent their individual feel and style. PILOT's products are in essence, a message from PILOT to each and every customer.

Making strides in all facets of writing implements

PILOT's line of business of writing instruments began with fountain pens, and evolved over time to expand broadly into new fields of writing, including ballpoint pens, mechanical pencils and markers. PILOT evolved to bolster any and every form of writing - the company considers itself as a global all-rounder of writing instruments.

PILOT makes constant efforts to advance every type of writing instrument. Giving customers the opportunity to experience the pleasure, excitement and convenience of writing is a continual goal. PILOT is considered an expert when it comes to writing instruments.

There is no limit to the vision that PILOT holds. Yet there are hurdles that lie in between. PILOT will overcome these hurdles and achieve these visions one by one. As the products were created through these efforts, PILOT stands by the quality and functionality of each and every product it makes. This forms the level of confidence and pride of being a "pilot" writing instruments.

The most advanced tip.

Pen point

Fountain pens feature an iridium alloy welded into the nib. Balls of this special alloy were difficult to machine at the start of the 20th century, yet PILOT succeeded using welding to manufacture the first fountain pen entirely made in Japan.

Ever since, PILOT has manufactured every part of its pens.
A stainless steel tip was used for ballpoint pens in 1964, before any other companies. Highly durable and wear-resistant, the ball ensures smooth perfor mance over its entire life.

The tip of fine rollerball pens features three dimples in a thin pipe to hold the ball in what is known as the 3 point support system.
The friction area is smaller compared to ordinary ballpoint pens, which enables natural ball rotation.

Ink

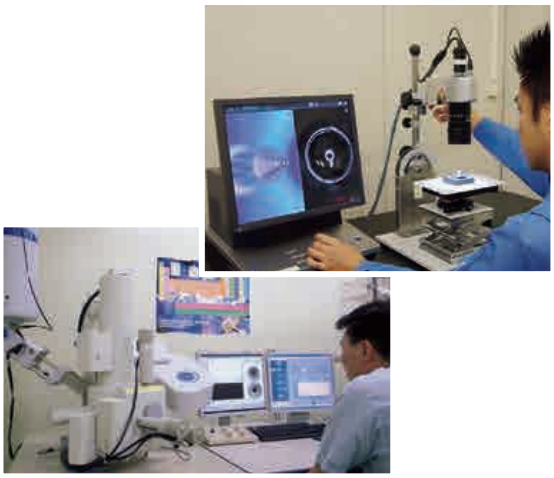
A wide variety of ink types have been developed, including Frixion ink that can be erased with changes in temperature, and inks for ballpoint pens to write on glass.

Building on technology to uncover new potential for writing instruments

Research and development aimed at finding new possibilities for writing instruments are focused chiefly on two areas: the pen tip and the ink.

The key point for development of fountain pen nibs is, above all else, how the pen feels when writing. PILOT continues to apply its approach to the perfect writing feel to its rollerball pens by adopting superior quality with machining precision on a micron scale, combined with development into new mechanisms based on fresh ideas to create innovative, novel products.

Another important factor is the development of ink. Developing new ink features naturally helps to make writing smoother, and incorporating functionality like erasable inks, inks that do not bleed through paper, as well as inks that can be used to write on metals, glass and cloth all give PILOT rollerball pens immense potential.



Development staff at PILOT are always mindful of how these writing instruments will actually be used. The pens are made with ergonomic features and designed for stress-free writing over prolonged periods, as development focuses on writing instruments that are engineered to make writing easier in every regard. Even during development, PILOT leads the way.

Applying the technology behind writing instruments to new fields of business

The no-compromise approach taken to the development of writing instruments brings about advanced technology which are being applied to new fields.

In the stationery business, which markets a wide range of stationery products related to writing, it was PILOT that developed magnetic boards as a writing system that uses magnets instead of paper and pen. The manufacturing technology for precious metal alloys developed for fountain pen nibs, and advanced machining and engraving technologies were adopted to market high-quality wedding rings as part of a jewellery business line featuring novel designs made from the latest materials. The printer ink ribbon business that uses ink technology evolved into a business covering office equipment, and includes recycling of toner cartridges.

The manufacturing technology behind the lead cores in mechanical pencils gave rise to the ceramics business, which is gaining attention for its high-precision ceramic molding technology.

Another example that demonstrates how PILOT is expanding into and playing a larger role in new fields is the toy business that utilizes special ink technology such as Metamo ink, which changes color with temperature, or hydrochromic ink that looks brilliant when wet but disappears when dry.

Pilot Bridal

Toner cartridge recycling service

Ceramics business

"Mellchan" toy using Metamo ink

Evolving quickly from a Japanese brand, to a global brand.

The journey that began with the vision held by founders Ryosuke Namiki and Masao Wada, expanded globally from as early as 1926, to quickly become an internationally renowned brand.

Business Timeline

1918 Ryosuke Namiki, with the aid of Masao Wada, forms Namiki Manufacturing Co., Ltd. and begins manufacturing and selling fountain pens

Founders Ryosuke Namiki and Masao Wada

Head office when a company established (Nihombashi)

1926 Namiki Manufacturing opens branches and sales offices in New York, London, Shanghai and Singapore

Begins selling Maki-e fountain pens, and exports them when expanding into the European and American markets

Maki-e lacquering room

1930 Enters distributor contract with Alfred Dunhill, Ltd. for sales in Europe

Dinner party after signing distributor contract with Alfred Dunhill, Ltd.

1938 Namiki Manufacturing Co., Ltd. changes the company name to The Pilot Pen Co., Ltd.

1948 PILOT opens the Hiratsuka Plant on the former site of Hiratsuka Navy Ammunitions Arsenal

1950 PILOT establishes THE PILOT INK CO., LTD. (formerly Nagoya Ink Plant)

Construction site of the Hiratsuka Plant

Product Timeline

1916 Ryosuke Namiki completes the first 14-carat gold pen completely made in Japan

1918 Namiki starts making and selling completely Japanese made fountain pens

Pen tips in the early 20th century

The first Pilot Pen with wooden shaft and decorated with 14-carat gold

1925 Namiki Manufacturing develops the Luccanite lacquering method that made it possible to manufacture the globally-renowned Japanese style Maki-e of lacquerware, used to prevent deterioration of fountain pen core materials.

1927 Namiki Manufacturing starts manufacturing and selling mechanical pencils

1930 Namiki Manufacturing sells Dunhill-Namiki fountain pens in Europe

Dunhill-Namiki fountain pen

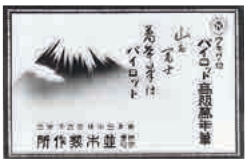
1948 Pilot Pen starts selling stationery

1955 Pilot Pen sells Pilot Super, the star of the stationery industry that gains a solid following for its delicate writing feel and evolutionary design

Pilot Super

1959 PILOT INK starts producing the Super Color oil-based ink marker

Poster for Namiki brand rolling pen



1919 Train advertisement

1921 poster

1926 poster

1936 poster

1938 poster

Business Timeline

1960 PILOT establishes The Pilot Kiko Co., Ltd.*

1962 PILOT constructs the Hiratsuka General Plant

Construction of the Hiratsuka General Plant

1962
First delivery of the year crossing Kyobashi Bridge and stopping traffic there (in front of head office)

1975 PILOT establishes The Pilot Precision Co., Ltd.
＊Name changed from The Pilot Kiko Co., Ltd.

Product Timeline

1961 PILOT starts manufacturing and selling premium ballpoint pens using technology from luxury fountain pens

1963 PILOT sells Capless, the world's first fountain pen without a cap (wins Most Recommended) Product Award at the International Gift Fair held in Paris the following year)

Capless fountain pen

1964 PILOT starts manufacturing stainless steel tip ballpoint pens with outstanding wear-resistance, and expands market share
Pilot Kiko starts manufacturing and selling computer ribbons that will become the mainstay of the future computer industry, by adopting carbon paper technology approved by the Ministry of Posts and Telecommunications

1965 PILOT succeeds in commercializing the world's first 0.5 mm ultra fine ballpoint pen using stainless steel tips

1966 PILOT starts manufacturing and selling whiteboards and whiteboard markers, Japan's first writing system to replace blackboards

1968 PILOT sells Elite S short type fountain pen featuring a collection of PILOT technologies (made famous the following year by the commercial Happa Fumifumi featuring Kyosen Ohashi)

Elite S

1969 PILOT starts manufacturing and selling new whiteboards, succeeding in develop new business in the field of school equipment

1971 PILOT sells the CUSTOM series of fountain pen, designed for contemporary Japanese users to write Japanese text

CUSTOM

1973 PILOT starts manufacturing and selling precious metals and jewellery products

1950 poster

1964 poster

1969 TV commercial featuring Kyosen Ohashi

Business Timeline

1978 PILOT opens the Isesaki Plant Relocated from the former Tokyo Plant

Opening of the Isesaki Plant (Isesaki-shi, Gunma)

1989 PILOT changes company name from The Pilot Pen Co., Ltd. to PILOT Corporation

2002 PILOT establishes PILOT Group Holdings Corporation through stock transfer (listed on the first section of the Tokyo Stock Exchange and Osaka Securities Exchange), companies become fully-owned subsidiary

2003 PILOT merges with PILOT Group Holdings Corporation

2008 PILOT merges with Pilot Precision Co., Ltd.

2009 PILOT opens the Shonan R&D Center
Pilot rebuilds the Hiratsuka Plant

Hiratsuka Plant

2015 PILOT rebuilds the Logistic Center (PILOT Logitem Co., Ltd.)

2019 PILOT rebuilds the new headquarters building in Tokyo

PILOT Corporation head office

Product Timeline

1976 PILOT starts selling water-based rollerball pens that are lightweight and write clear, solid lines

1977 PILOT develops magnetic panel writing system using magnets

1978 PILOT sells the Fure Fure mechanical pencil with lead that can be extended just be shaking it

1980 PILOT sells Hi-Tecpoint water-based rollerball pen with a stainless steel tip

Hi-Tecpoint

1991 PILOT sells Dr. Grip that reduces neck, shoulder and arm fatigue

Dr. Grip

1993 PILOT starts manufacturing and selling gel ink rollerball pens

1994 PILOT starts manufacturing and selling HI-TEC-C 0.3 mm extra fine rollerball pen

HI-TEC-C

1998 PILOT sells the retractable G-2 gel ink rollerball pen

G-2

2005 PILOT sells HI-TEC-C Coleto multi-color pen allowing selection of any color

HI-TEC-C Coleto

2006 PILOT sells FRIXION ball ballpoint pen that can be erased with changes in temperature

FRIXION ball

2008 PILOT sells Acroball low-viscosity ballpoint pen for smooth writing

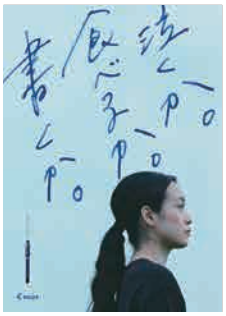
Acroball

2013 PILOT sells kakuno fountain pen for junior writers that is simple and easy to use

kakuno

1995 HI-TEC-C TV commercial

2012 Company advertisement "Working away from home" TV commercial



2019 Company advertisement "Cray, eat, or write" newspaper advertisement

PILOT fountain pens leaving their mark around the world.

PILOT founders Ryosuke Namiki and Masao Wada boarded a ship departing from the Port of Yokohama in April 1925 with a Japanese-made golden Maki-e fountain pen to sell the product they had made to people around the world. It had been 10 years since they first developed their fountain pen. The department stores and luxury specialty shops around America, Europe and Asia where the two traveled to were amazed at the exceptional quality of the pens and the beauty of the Maki-e designs, giving the two the confidence they needed to export Japanese fountain pens overseas. Just two years later, they opened branches and offices in New York, London, Shanghai and Singapore and sent staff there as part of full-scale expansion overseas. Business further developed to cover India, Burma, Indonesia and Latin America, with the company ranking alongside other leading manufacturers from around the world.

Showroom at the London branch

Birth of the Dunhill-Namiki fountain pen

PILOT opened a branch in London in 1926, and it was around this time that Alfred Dunhill, Ltd. designated supplier to the English royal family, was building up a positive reputation amongst royalty and nobility throughout Europe as a supplier of world-class premium tobacco and smoking accessories. Dunhill admired the PILOT's management philosophy of taking full responsibility at every stage of their product life cycle, and recognized the stunning beauty and superior quality of Maki-e fountain pens. This culminated in the birth of the Dunhill-Namiki brand in 1927 with a contract for sales rights in France signed at Dunhill's Paris store. This was followed by an exclusive distributor license for the all of Europe in 1930, and an immense boost to worldwide recognition of PILOT's Maki-e fountain pens.

PILOT in the history

Maki-e fountain pens at the London Naval Treaty Conference

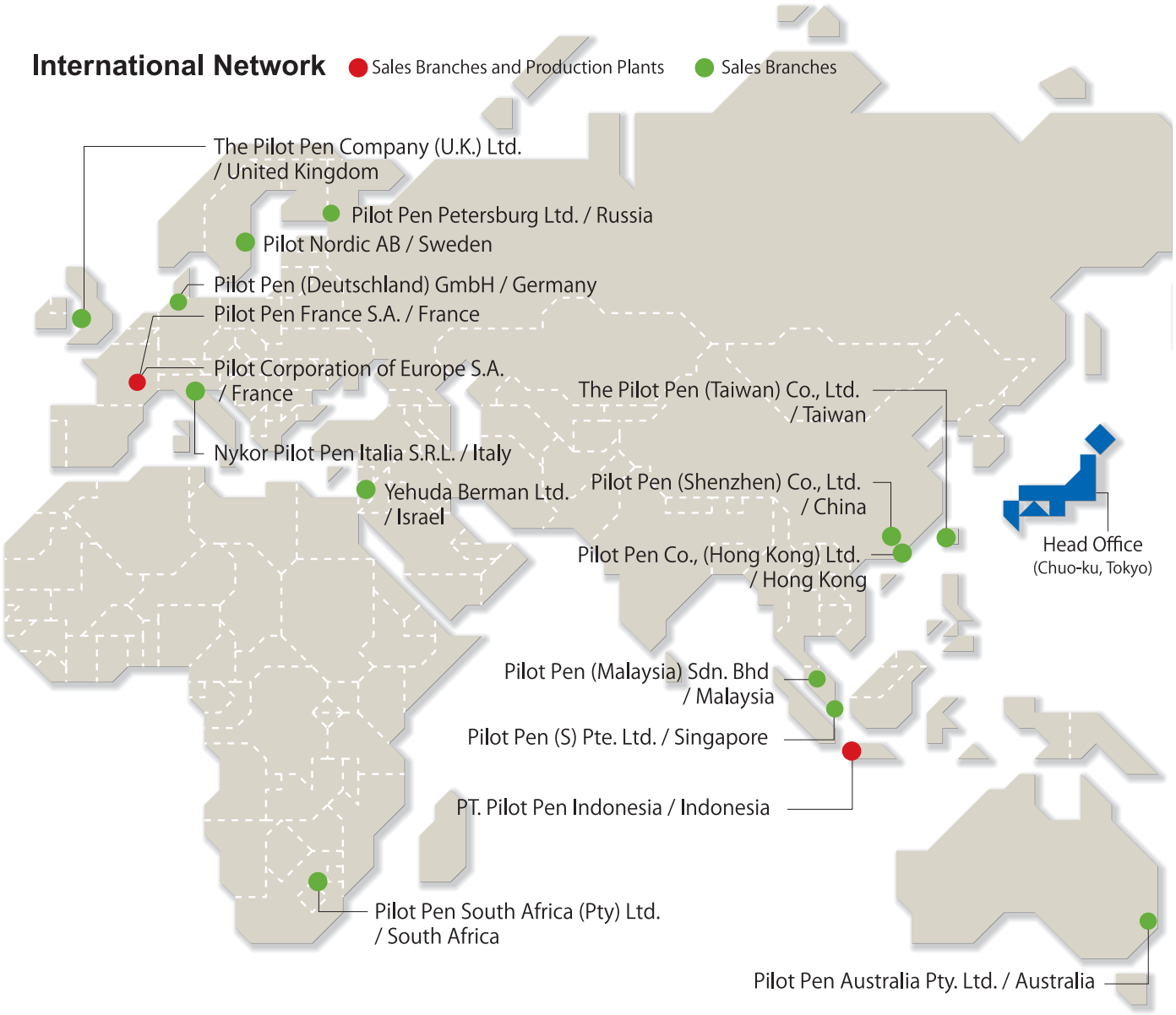
The London Naval Treaty Conference was held in 1930 in London after being proposed by English Prime Minister Ramsay MacDonald in order to limit the number of submarines operated by the world's most powerful navy fleets of the time. Five countries were present at the conference: Japan, the United States, the United Kingdom, France and Italy. A PILOT Maki-e fountain pen was used at the signing event held on April 22nd to ratify all terms of the agreement. Maki-e fountain pens, used for writing in the name of world peace, gained international attention at this event.

Water-based rollerball pens at the Oslo Accords

The Oslo Accords were signed in September 1993 between the Israeli government and the PLO (Palestine Liberation Organization) to fulfill the right of the Palestinian people to self-determination as part of peace efforts during the Israeli–Palestinian conflict. When Israeli Prime Minister Rabin was signing the agreement, he took out a water-based rollerball pen from his shirt pocket, instead of taking the pen provided to him. That pen was a PILOT Hi-Tecpoint V7. More than 60 years after the London Naval Treaty Conference in 1930, a familiar PILOT product once again played a vital role in a key international peace process.

Hi-Tecpoint V7 used to sign the agreement

Beyond Japan, PILOT's network extends across more than 190 countries and regions around the world.



To give everyone the opportunity to write better, PILOT has developed a network for distributing products, not only throughout Japan, but around the world.

In Japan, sales branches have been established throughout the country. Selling directly to end users and allowing PILOT to provide end-consumer marketing with more attention to detail, while development or production teams can be updated quickly with any feedback.

Globally, sales subsidiaries have been established in key markets, while distributors have been set up in almost every country to provide marketing activities that are fine-tuned to each specific region.

Major development and production plants that manufacture PILOT's high quality, high functionality and high value added products are based in Japan.

Ongoing technical development and a thorough approach to quality control make up the production system capable of marketing around the world, while overseas plants are supplied with the core components of products.

This development, production and sales network is capable of providing all the support required on a global level, and help to keep the PILOT brand as reliable as ever.


Pilot Corporation of America
/ United States of America
Pilot Pen de Mexico
S. de R.L. de C.V. / Mexico
Pilot Pen Do Brasil S.A. / Brazil

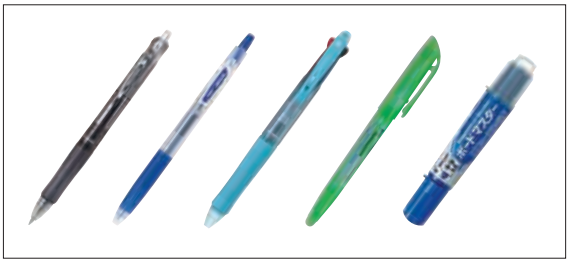
The world, society and PILOT are all connected.

What can PILOT do for the global environment or society?
While reducing the environmental impact that PILOT's business activities cause is important, PILOT is constantly finding ways to help the planet with each and every product that is manufactured.
With a rich 100-year history involved with writing instruments, PILOT also has a history that is closely connected to the culture of writing. PILOT seeks to give back to society as a whole by offering an insight into the culture of writing through the documentation of its history and expertise.

BEGREEN, PILOT's global brand for environmental awareness

By reducing waste and using limited resources effectively, PILOT seeks to contribute to the effectively, PILOT seeks to contribute to the development of a recycling-based society. In 1997, PILOT started selling environmentally-friendly pens made using recycled materials acquired from used household appliances and office equipment. Sales expanded to Europe in 2006, before other companies followed suit.
PILOT continues to expand sales channels of environmentally-friendly products around the world.

BEGREEN
Positive with the Planet



● Using recycled materials

PILOT uses recycled materials made from used containers and waste plastic. These are given a new life as the main body components of rollerball and ballpoint pens, mechanical pencils and markers. Scrap generated at plants is also re-used in order to utilize resources efficiently.

Parts made from recycled materials

【made of recycled PP resin】

● Development of ink replacement and refillable products

Disposable products were reviewed and ink replacement and refillable products were developed to reduce the amount of non-combustible waste. Making products easier to use and improving functionality, while also ergonomic and environmentally-friendly. This is the quality level that PILOT demands.

Both ink and pen tip are replaceable

Cartridge type for refilling ink easily

Pen tip is also replaceable

PILOT's ISO14001 certification

One of the key management issues at PILOT as part of its environmental policy is environmental conservation. In addition to settling on an environmental index that serves as a barometer for corporate activities, all subsidiaries of the PILOT Group around the world are focusing on developing an environmental management system and acquiring ISO14001 certification (assessment registration) at the group's production plants.
PILOT is seeking to become an environmentally-friendly company.

JSA EMS ISO 14001
JAB MS CM001

JSAE476	Isesaki Plant, Isesaki Plant2, Higashimatsuyama Office Hiratsuka Plant
JSAE358	The Pilot Ink Co., Ltd. Tsu Plant, Togo Plnat

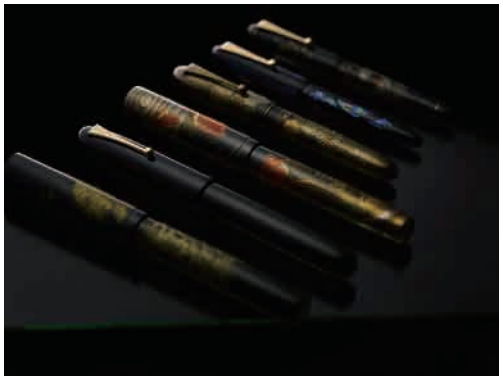
Japan's stunning art, for the world, for future generations

Shortly after PILOT was established, the body of fountain pens was made of Ebonite (a rubber and sulfur compound). Ebonite suffers from discoloration and degradation with age, and to prevent this from occurring, techniques were developed to coat the surface of fountain pens with lacquer. A patent with the name “Luccanite” was acquired in 1925. Lacquer retains its color regardless of time and feels firm in the hand, and was a superior Japanese style coating. Traditional Japanese Maki-e designs were then applied to lacquered fountain pens, with quality entering the realm of art, and manufactured as Maki-e fountain pens. PILOT then focused on expanding sales channels into Europe.

Soon after, living national treasure Gonroku Matsuda began working at PILOT as a Maki-e instructor, inviting some 70 Maki-e artists from within the company and outside as the KOKKOKAI Maki-e manufacturing group.

Namiki stated that Maki-e is the glory of Japan when he appointed the KOKKOKAI group, and together with Maki-e fountain pens, they gradually increased in popularity amongst collectors around the world.

PILOT continues to market Maki-e as a stunning example of Japanese lacquer art.



NAMIKI Maki-e Atelier

In January 2015, PILOT opened *NAMIKI Maki-e* Atelier as a lacquered fountain pen museum in Hratsuka, Kanagawa Prefecture. To create this facility, the company remodeled a late Taisho Period (1912-1926) brick building, which had formerly been used as a naval arsenal, situated on the grounds of its Hratsuka Factory.

PILOT began selling lacquered Maki-efountain pens after it was established in 1926 as Namiki Manufacturing Co., Ltd. Over 100 years, it has passed down lacquering techniques using gold and silver, a time-honored handicraft in Japan. The museum displays about 100 valuable lacquered items and Maki-e fountain pens made by the company as well as historical documents and posters.

Message From President

PILOT was founded in 1918, long before Japan emerged as the industrial power we know today. The Company began by producing and selling Japan's first domestically made fountain pens, driven by the aspiration of our founder—who was a seafarer—to create products that the country would be proud to take to the rest of the world.

For over a century, PILOT has continued to play a role in the culture of writing.
Today, the Company, as an integrated manufacturer, sells a full range of ballpoint pens, mechanical pencils, and other writing instruments in over 190 countries and regions.

The act of writing is deeply rooted in human thought, creativity, and cultural pursuits. By developing innovative writing instruments, such as the Dr.Grip and Frixion series of pens, PILOT has supported the act of writing for people of all generations, while helping them express their thoughts and creativity.

In recent years, however, the market for writing instruments has been shrinking in developed countries like Japan due to the declining birthrate. Moreover, the global push for digitization is having a major impact on the market, leading to changes in people's lifestyles and the ways they think, work, and learn. Given those circumstances, we have continued to develop products with a clear focus on customers, while always considering how writing remains valuable in a digital society.
Our goal is to enrichen people's lives by creating opportunities for them to directly experience the joy of writing with our products..

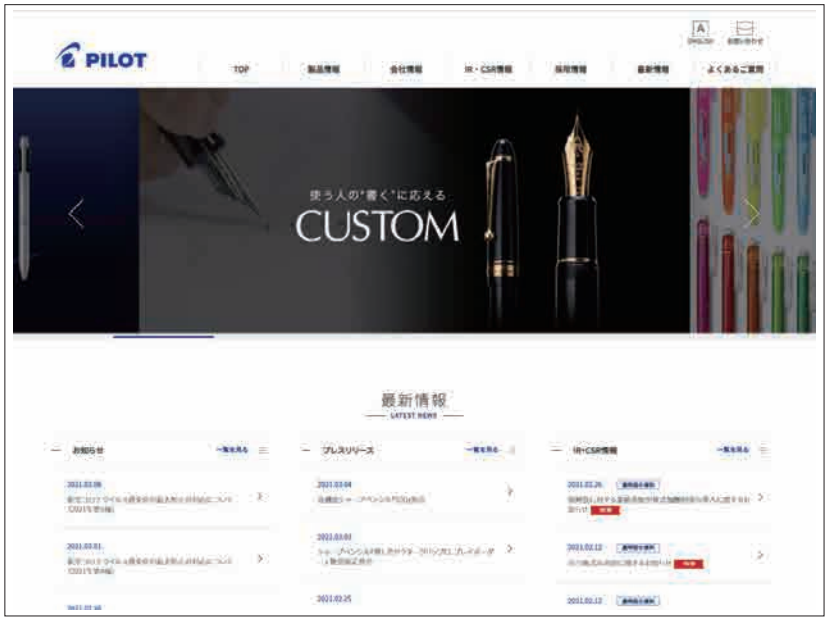
Looking ahead, with the goal of offering the highest level of satisfaction to our customers, we will continue drawing on the technologies and craftsmanship—refined by the Company since our founding—to develop and integrate innovative new ideas into our products.

伊藤　秀

Shu Itoh
President & Representative Director

PILOT website www.pilot.co.jp/

The PILOT website features a wide range of information, including latest news of PILOT products.

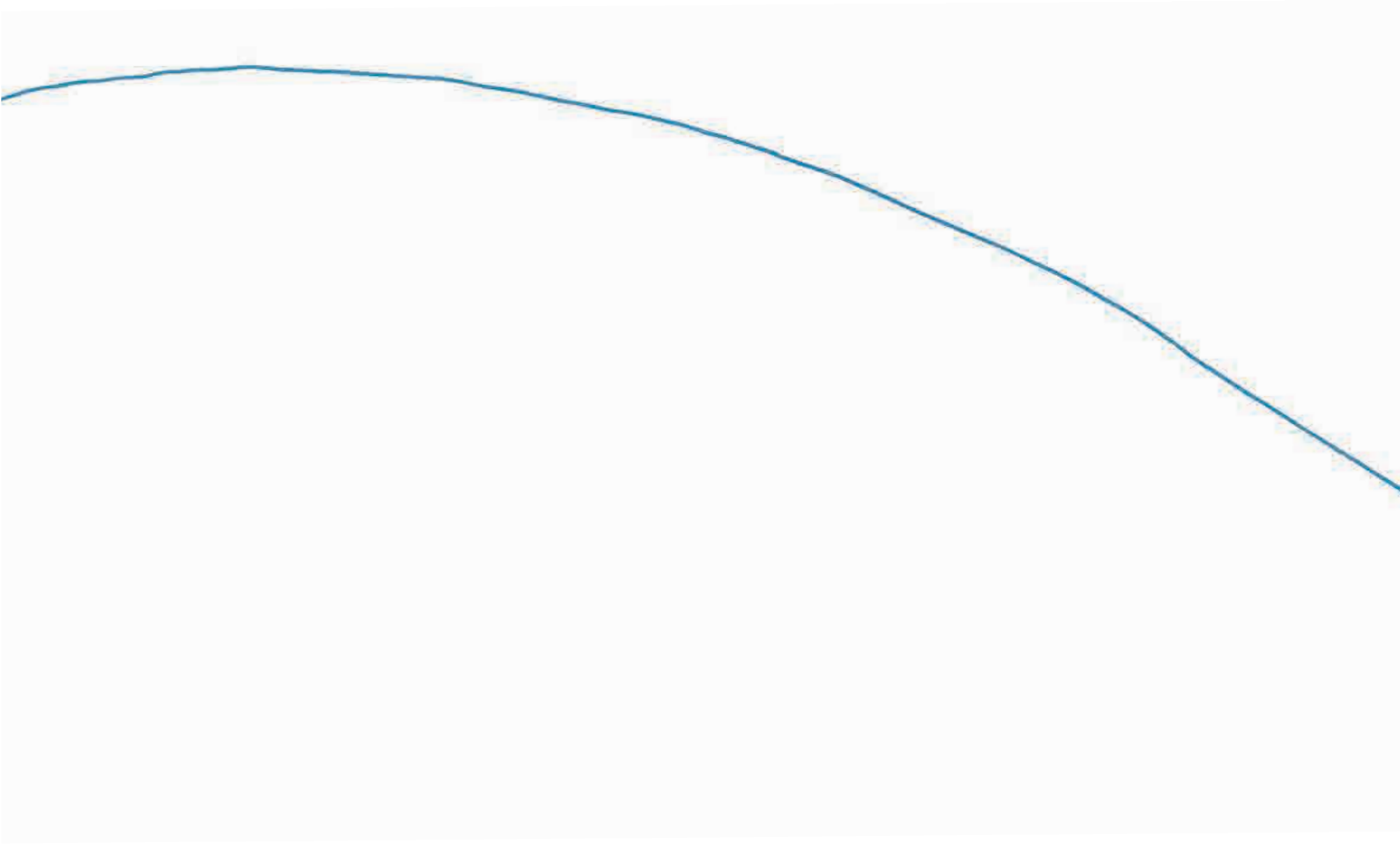


History of the logo

(current company symbol)

PILOT has been in operation throughout most of the 20th century and onwards as a familiar brand amongst so many people. The company's logo has also changed with the times. The logos embody the sense of pride that PILOT holds when manufacturing and selling writing instruments that customers have come to trust.

Company establishment in 1918	トッロオリ Pilot	Namiki Manufacturing was established in Sugamo, Tokyo.
1919 to 1938	筆年萬トッロオリ PILOT	The company survived the Great Kanto Earthquake, and focused on domestic sales while acquiring patents overseas.
1939 to 1958	パイロット 高級萬年筆 PILOT Pilot	In June 1938, the company changed its name to PILOT Fountain Pen Co., Ltd. and survived through the chaos after the war.
1959 to 1989	パイロット PILOT パイロット Pilot PILOT PILOT	Listed on the First Section of the Tokyo Stock Exchange following the economic success owing to the Tokyo Olympics.
1989 to 1998	PILOT	The company changed its name to PILOT Corporation to coincide with the new Japanese era.
From October 1998	PILOT	A new corporate symbol and brand logo type was rolled out globally.



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