



write for a sustainable future.

CSR report 2026

Pilot in Europe
3rd edition - 2026





“

For more than 100 years, Pilot has believed in one simple idea: writing empowers people. It gives shape to ideas, voice to creativity, and meaning to action.

*And today, in a world that is rapidly changing, responsibility is not optional. It is essential. That is why sustainability is not a side initiative for us — **it is a strategic pillar of our business.***

At Pilot Corporation of Europe, we are committed to designing writing instruments that not only perform at the highest level but also contribute to a more sustainable future.

Our ambition is to halve our environmental impact by 2030, to improve our social commitments, to create positive value for society and to engage all our stakeholders in this journey.

*We believe that **supporting the act of writing is not only about pens** — it is about inspiring creativity, contributing to people's mental well-being, helping them think more clearly, feel better, and ultimately live better.*

We see our sustainability report not just as a publication, but as a commitment — a commitment to transparency, to accountability, and above all, to continuous progress.

”

Mr Kenji ADACHI
CEO, Pilot Corporation of Europe.

Pilot Corporation group presentation

« for more than 100 years, Pilot has believed in one simple idea: writing empowers people. It gives shape to ideas, voice to creativity, and meaning to action. »



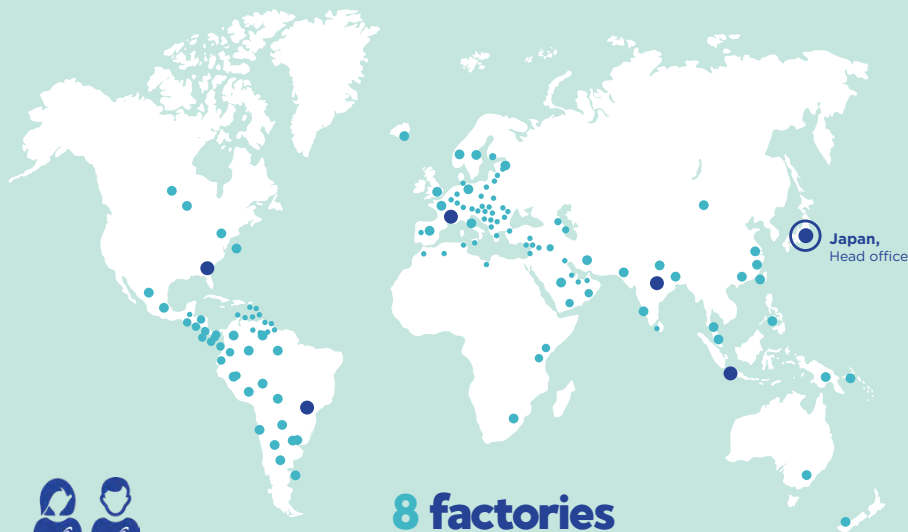
the brand's origins...

The first pens were created in Japan in 1918.

190 countries and regions

790M€ net sales*

*2025 annual average exchange rate, based on data from the European Central Bank.



3100 employees

8 factories

- x3 in Japan
- x1 in USA
- x1 in Brazil
- x1 in Indonesia
- x1 in India
- x1 in France



Iconic brand products,

such as V-5, G-2, B2P, Frixion and Capless, that have built up the brand's reputation to such a high level are distributed through various B2B and B2C channels, including office suppliers, retailers, Mass Market and E-commerce, offering a PILOT writing solution for every need: at school, at work or at home during leisure times.



Pilot Corporation purpose & values



"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.

PILOT PHILOSOPHY

ASSOCIATED PCE HUMAN VALUE



Samsha Teiritsu
The 3 balanced forces.

Respect

Recognize the value of each individual, listen to everyone's opinions, and act with consideration in all internal and external professional interactions.



Ukiwa Seishin
Shared joys and sorrows.

Kindness

Adopt a positive, attentive, and constructive attitude, and foster a climate of trust and mutual support.



Nankan Toppa
Overcoming difficulties.

Team spirit

Collaborate effectively, share successes and challenges, and move forward together in a common direction toward shared goals.



Ichinichi Ishiin
*Progress step by step,
day by day.*

Determination

Demonstrate determination and tenacity in the face of challenges, acting proactively to improve and achieve set objectives.



Sishei Shinken
A committed approach.

Commitment

Be fully involved in its missions with rigor, contributing to collective success and, at its level, commit to minimizing our environmental impacts and contributing to a positive impact on society.

Pilot Corporation of Europe



Pilot Corporation of Europe (PCE), established in 1996 in Haute-Savoie, close to Annecy. Its mission is to support its numerous subsidiaries and distributors across the continent in terms of corporate services: marketing, sales, production, logistics...


240
employees

129M€
turnover

41
countries
scope

Industrial activities

The industrial activities include injection molding, assembly, blister production, quality management, HSE (Health, Safety & Environment), and product compliance.

35M
pens / year

20M
blisters / year

ISO 14001
certification

Our Made in France range:



Supply chain

Our supply chain activities include: purchasing, warehousing, copacking and distribution of products manufactured in France and in Japan.

33
countries
delivered
from PCE

120M
products
delivered
/ year

Marketing, Sales and support services

The European Marketing team is responsible for setting the brand strategy which includes product development, coordination of product launches and brand communication across all European markets.

The Sales team manages European contracts, product listings, sales activation initiatives, and the adaptation of product offerings to the specific requirements of different sales channels. The team also provides ongoing support to partners to drive business growth.

Support Services: including Finance, Human Resources, Legal, CSR, IT, Database and Project Management.



**write
your
world**


PILOT

In 2020, Pilot Corporation of Europe developed a European communication platform to promote the benefits of handwriting and to provide consistent brand values to all its European consumers.

With PILOT, it's not only about writing. It's about thinking for yourself, daring to express your thoughts and personality, and declaring your convictions to the world.

Connecting ideas together, developing a sense of endeavour, trying till you succeed... Telling someone I love you...

PILOT
Write your World

Pilot Corporation of Europe value chain



almost all pens designed and created by PILOT are manufactured in factories belonging to the group

allowing it to innovate constantly and push the limits of the technology applied to writing instruments.

Pilot have multiple locations in Europe...

3 commercial branches:

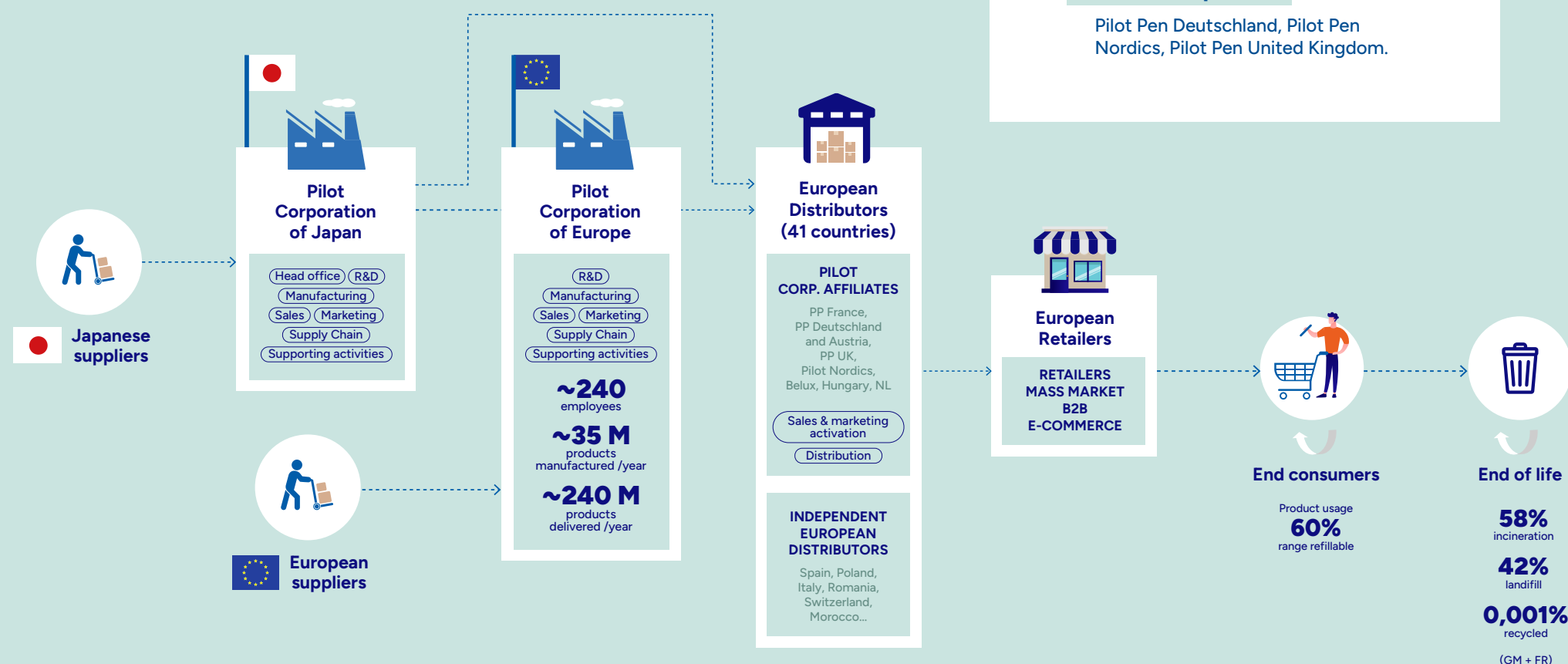
Hungary, Belux, NL.

1 subsidiary:

Pilot Pen France.

3 sisters companies:

Pilot Pen Deutschland, Pilot Pen Nordics, Pilot Pen United Kingdom.



Pilot Corporation of Europe milestones



*excl. replaceable parts.

Pilot Corporation of Europe award



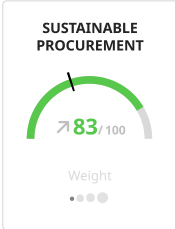
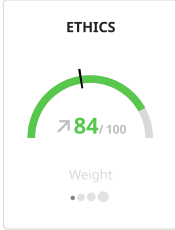
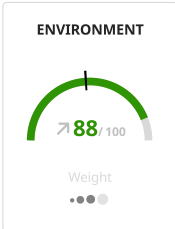
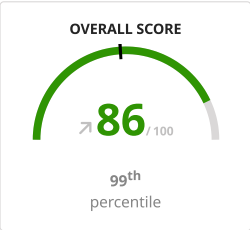
Pilot Corporation of Europe

awarded the Ecovadis Platinum Medal.

Pilot reaches a new milestone as its European entity, Pilot Corporation of Europe, is awarded the EcoVadis Platinum Medal for the first time, joining the top 1% of companies evaluated worldwide for CSR performance.

EcoVadis is a global performance assessment platform that rates companies on their sustainable practices in four areas: environment, social and human rights, ethics and responsible purchasing. EcoVadis evaluates over 130,000 companies in 200 sectors and more than 180 countries.

This distinction is a significant step forward, yet it is only the beginning of our long-term journey to strengthen our sustainability practices. The challenges and opportunities in the CSR domain are vast, and we remain committed to driving positive change for the benefit of our customers, partners, and the broader community.



CSR strategy

committed to
write for
a sustainable
future.

01 Reinforce our eco-designed product offer...
...to write better with less

02 Minimize the environmental footprint of our activities...
...to write better with care

03 Improve our social commitments...
...to write better together

04 Develop a positive societal contribution...
...to write for well-being

CSR strategy and governance

Pilot Corporation of Europe's CSR strategy is one of the three strategic pillars of the company's Mid-Term Plan, reflecting our ambition to integrate sustainability into our business model and decision-making processes. To ensure effective governance and deployment of the strategy, Pilot Corporation of Europe has established a dedicated CSR governance structure. A CSR Committee, composed of the Executive Committee members, including the Secretary general in charge of the CSR governance, the CSR Manager, and the HSE Manager, meets at least three times a year.

The CSR committee is responsible for defining the CSR strategy, approving new strategic projects, monitoring progress, and ensuring alignment with the company's strategic objectives. The implementation of the CSR strategy is based on shared responsibility across business functions.

Each strategic pillar is sponsored and managed by the relevant departments:

- | | | | |
|--|---|---|---|
| • Pillar 1 is led by Marketing, Sales, Industry, and CSR. | • Pillar 2 is managed by Industry & HSE departments, Supply Chain, Purchasing. | • Pillar 3 is overseen by Human Resources, Legal, and HSE. | • Pillar 4 is driven by Marketing, Local Community Actions, and CSR. |
|--|---|---|---|

The CSR Manager under the supervision of the Secretary General, develops, leads, and coordinates the CSR strategy in close collaboration with the different departments. Roadmaps are developed together with the business functions to define action plans, set KPIs, targets, and monitor the implementation of initiatives supporting Pilot's CSR commitments.

CSR commitments at a glance

Pillar 1

reinforce our
eco-designed
product offer.



write
better
with
less

/01 Pursue **high quality products** and comply with **safety standards**.

/02 Develop **eco-designed ranges** through our **4R policy**: Recycled materials, Reduce, Refill, Reclaim.

/03 Certify our products to **demonstrate transparency**.

Discover >

Pillar 2

minimize the
environmental
footprint of our
activities.



write
better
with
care

/01 **Monitor risks** across our value chain.

/02 Assess and **minimize the impact of production and offices** on the environment.

/03 Optimize **our supply chain** and minimize its impact.

Discover >

Pillar 3

improve
our social
commitments.



write
better
together

/01 **Grow through respect:** provide all our employees with a respectful, safe, and inclusive work environment.

/02 **Grow through improvement:** nurture talents, develop skills, and keep improving quality of life at work.

/03 **Grow through actions:** encourage employees to contribute to our CSR commitments.

Discover >

Pillar 4

develop a
positive societal
contribution.



write
for
well-
being

/01 Raise awareness of the **benefits of handwriting**.

/02 Help the development of **cognitive and expressive aptitudes**.

/03 Participate in the life and well-being of our **local communities**.

Discover >

CSR material topics

double materiality assessment.

A double materiality assessment (DMA) was conducted in 2024–2025 to identify and prioritise Pilot Corporation Europe (PCE) key sustainability impacts, risks and opportunities (IROs) across its value chain.

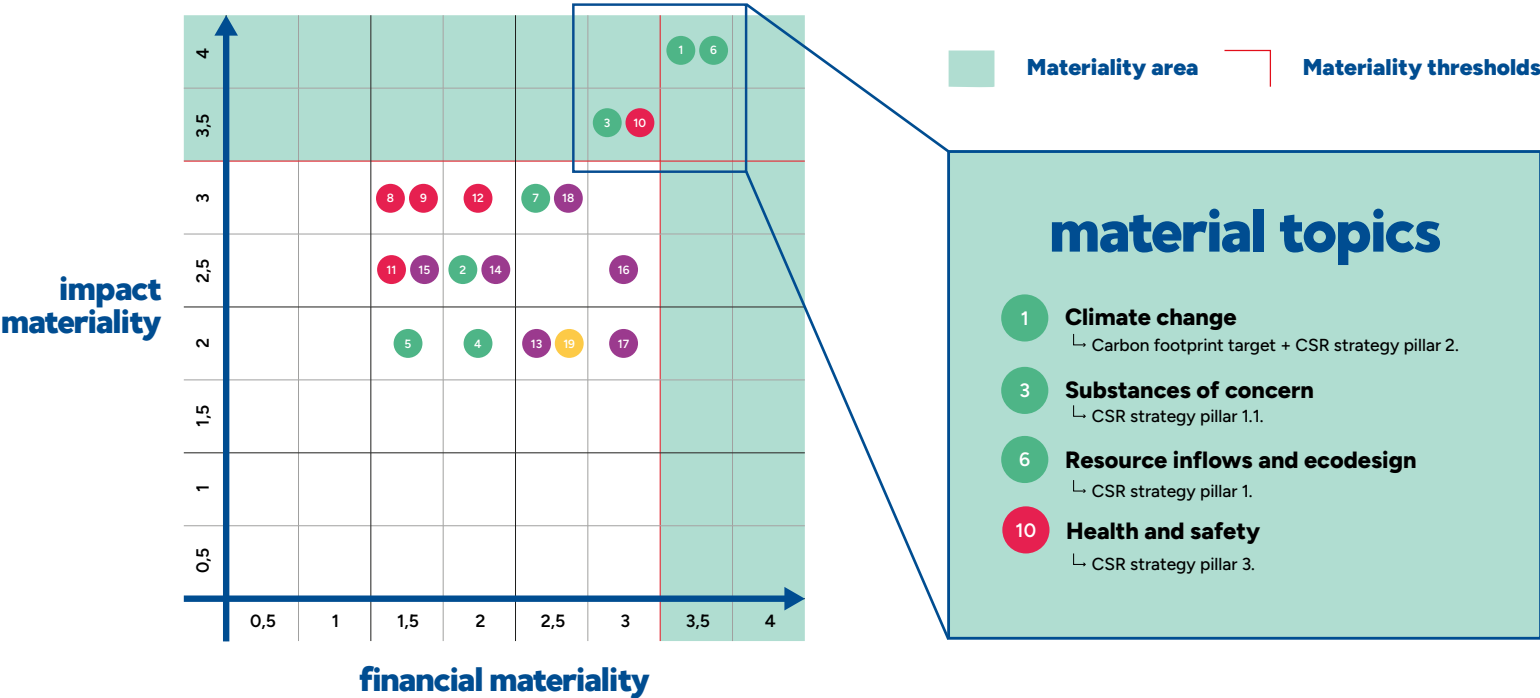
The DMA followed a structured methodology combining internal expertise, documentation review and dedicated workshops with a cross-functional working group.

IROs identified were assessed using quotation scales :

Impact materiality: based on the severity and likelihood of the impacts or potential impacts.

Financial materiality: based on the likelihood and the potential magnitude of risks and opportunities.

The consolidated matrix, validated by the Executive Committee, highlights four key topics: climate change, resource inflows and eco-design, substances of concern and health and safety of the own workforce. These priorities are closely linked to Pilot's CSR strategy, structured around four pillars. This report, covering Pilot Corporation of Europe (PCE), has been prepared in reference to the Voluntary Sustainability Reporting Standard for SMEs (VSME) - both basic and comprehensive modules. It focuses on disclosures relevant to the company's context and material topics, as identified through the DMA.



Environmental topic

- 1 Climate change
- 2 Pollution
- 3 Substances of concern
- 4 Water
- 5 Biodiversity
- 6 Resource inflows and ecodesign
- 7 Resource outflows

Social topic - own workforce

- 8 Working conditions
- 9 Social dialogue
- 10 Health and safety
- 11 Diversity, equity and inclusion
- 12 Career, training and attractiveness

Social topic - rest of the value chain (VC)

- 13 Working conditions (VC)
- 14 Human rights (VC)
- 15 Affected communities
- 16 Responsible practices
- 17 Personal safety
- 18 Well-being through handwriting

Governance topic

- 19 Ethical business practices

CSR Carbon footprint targets

greenhouse gas emissions of Pilot Corporation of Europe.

Our ambition is to align our carbon reduction targets in order to limit global warming to 1.5° and meet the 2015 Paris Agreement.

We have submitted our targets to SBTi*

We recalculated our carbon footprint in line with the GHG Protocol to meet SBT requirements. This update establishes 2018 as the base year and ensures that our 2024 and 2025 reporting is fully aligned in terms of scope, methodology, and data. Our previous approach was based on ADEME guidelines.

Scope 1



Emissions linked to the energy needed to manufacture our products and for our offices.

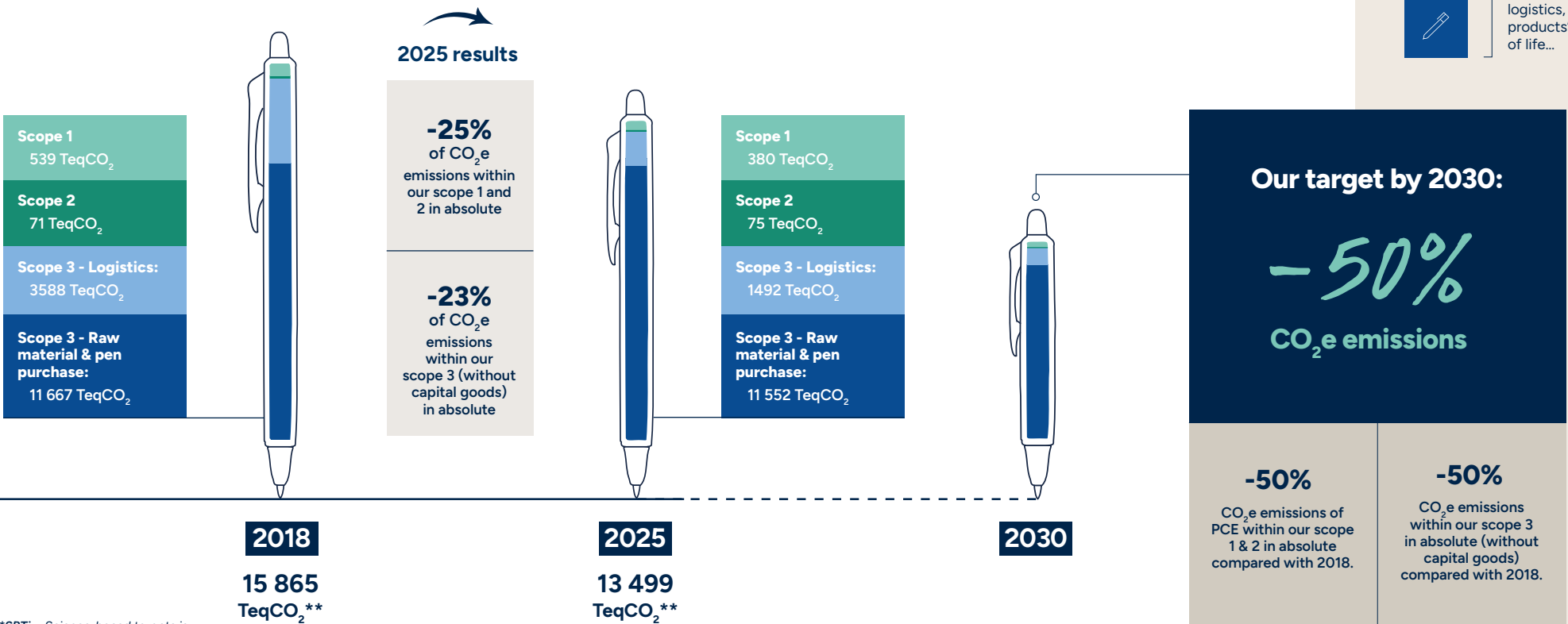
Scope 2



Scope 3



Emissions linked to the purchase of materials, upstream and downstream logistics, products' end of life...



*SBTi = Science-based targets is an initiative that helps business to set ambitious decarbonization roadmap.
**TeqCO₂ = tons of CO₂ equivalent.

write
better
with
less



pillar 1
reinforce
our eco-
designed
product
offer.



 *write better with less*
Eco-designed product offer

CREATING INNOVATIVE, HIGH-QUALITY AND AND ECO-DESIGNED PENS

Quality, reliability and eco-design drive our product design, as well as our industrial processes.

At PILOT, we relentlessly innovate while doing our utmost **to limit our impact on the planet.**

Back in 2010, the **life cycle analysis** of our pens revealed that our major impact is associated with the use of the raw material of our pens (77.8%) – this was the starting point of our journey **to limit our use of virgin plastic, increase recycled content and encourage our customers to focus even more on refills in their product choices.**

Today, as well as creating innovative and high-quality pens, we also place **eco-design at the heart** of our processes, for the design of reliable and convenient pens which are made to last.

To make our pens even more environment-friendly in future, we are focusing all our efforts on limiting plastic waste, with an ultimate goal: **maximising the plastic circularity of our pens.**

At Pilot, we are committed to:

- 01 Pursue high quality products and comply with safety standards.
- 02 Develop eco-designed ranges through our 4R policy : Recycled materials, Reduce, Refill, Reclaim.
- 03 Certify our products to demonstrate transparency.



SDGs*
related to
this pillar



* Sustainable Development Goals.



write better with less
Eco-designed product offer

COMMITMENT 01/

pursue *high*
quality products.

Pilot is one of the only manufacturers to handle the entire design and production of its writing instruments in-house. This means that all the components used to make our pens are manufactured in one of our plants worldwide : the tip, the refills, the clip, the barrel, the knob...

True to its Japanese origins, each factory is governed by strict manufacturing processes and controls.

Pilot guarantees the quality of its products by manufacturing almost every component in of its Pilot plant in Japan.



WHAT WE DO



We perform 3 types of controls during the manufacture of a pen

Visual:
checks linked to the appearance of a product.

Writing:
tests to control writing lengths, colors, ink flow.

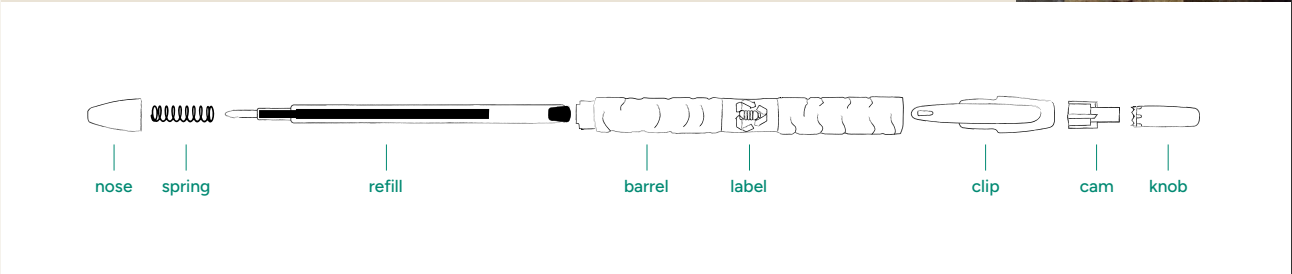
Mechanism:
endurance test to evaluate the resistance and the proper functioning of a pen.

From design to hand

On average, a Pilot pen undergoes **119 points of control to guarantee the quality of our pens.**

Every day, around 6,600 products (pens, blister packs, boxes...) are inspected directly in production workshops.

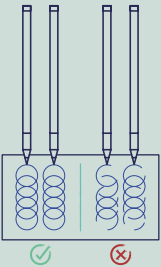
100% of refills made by Pilot Corporation of Europe are tested to guarantee smooth writing.



HOW WE WANT TO GO FURTHER

Our objective is to optimise our materials to continuously improve their resistance and durability.

Writing test



Expected result:
The trace must be regular and calibrated.



write better with less
Eco-designed product offer

COMMITMENT 01/

comply with
safety standards

Pilot pens are designed and manufactured to meet quality, safety and environmental standards.

Pilot products are designed to comply with applicable general European and international regulations and safety standards.

Materials used in the manufacture of our pens comply with the requirements of REACH Regulation (EC) No 1907/2006/ where applicable. Products are manufactured in accordance with the General Product Safety Regulation (EU) 2023/988. In addition, most of pen caps are designed following safety standards to reduce the risk of asphyxiation ISO 11540, providing ventilated openings for airflow if accidentally swallowed (except for fountain pens, some mechanical pencils).



Pilot Corporation has set a Chemical Substance Management program:

- 1 Creation of a chemical substance database:**
This database includes the properties, usage, handling methods and safety information for each chemical substance.
- 2 Issuance of safety datasheets (SDSs):**
We prepare and provide accurate, detailed safety datasheets concerning the inks used in our products.
- 3 Issuance of certificates of non-use of regulated chemical substances:**
We issue certificates of non-use as proof that our products do not contain regulated chemical substances.
- 4 Responding to the laws and regulations of individual countries related to chemical substances:**
We take necessary procedures and conform to the regulations.
- 5 Activities for associations related to chemical substances:**
We work together with relevant associations and groups on chemical substances to implement initiatives to minimize environmental impact.

More information :
<https://corp.pilot.co.jp/english/sustainability/environment/waste.html>

safe use.

Ink should not be applied to the skin.

Ink is designed for writing and should not be applied to the skin.

Avoid ink contact with eyes and mouth.

Do not chew, bite or suck on the pen, cap or any component.

Be cautious for children safety.

Pens may contain small parts (such as caps) that could present a choking hazard.

increase the
lifetime of pens.

Close the cap after use.

Always replace the cap securely after writing to protect the tip and preserve ink quality.

Refill when needed.

When the ink runs out, replace the refill or cartridge if available. Using refills helps reduce waste and extend the life of your pen.

Storage and handling.

Store in a cool place, away from direct sunlight or extreme temperatures.



write better with less
Eco-designed product offer

COMMITMENT 02/

develop
innovative
eco-designed
ranges based on
our 4R Policy.

The starting point of our eco-design policy started back in 2006 and has guided our product development since that time. By designing our innovations on the basis of these pillars, we develop pens that are made to last, while limiting the use of virgin plastic in the pen itself and in its packaging.



Recycled materials

Give maximum priority to the use of recycled plastic.



Reduce

Less plastic and less volume in our packaging.



Refill

Change the refill, not the pen.



Reclaim

Reduce pollution by collecting plastic ocean waste.





write better with less
Eco-designed product offer

Recycled materials

we have chosen to *reduce*, as a priority, the extraction of raw materials.

Indeed, the consumption of raw materials represents our pens and packaging life cycle's largest impact: **>75% on average.**

By using recycled plastic we reduce the CO₂ impacts of our pens by between...

26% and 59%

WHAT WE DO



HOW WE WANT TO GO FURTHER



Life Cycle Analysis (LCA) for our products

We will implement the calculation of CO₂e impacts at a pen scope in order to better analyse our impacts and eco-design our products.



Increase the proportion of our sales on eco-designed ranges

Pilot Pen Nordics took a major commitment: **double sales of Begreen ranges and refills by 2030** (vs 2021)! It is significant way to drive purchase on less intense CO₂ products!



write better with less
Eco-designed product offer

Recycled materials

a pioneer approach by using post-consumer plastic!

Only 9%* of plastic waste is recycled worldwide. In the light of this situation, we innovate for a more circular plastic lifecycle. (Source: OECD).



PILOT's unique expertise in the use of recycled plastic bottles!



made in France & made from recycled plastic bottle!

Eco-designed

- 90% recycled plastic, including >75% post-consumer recycled plastic bottles
- Refillable
- No grip
- Made in France
- High quality standard
- Plastic free packaging
- Ergonomic: certified by IGR 2025

* (Excluding refills and non-plastic components), which represents 60% of product total weight excluding packaging.

Our pioneering eco-designed approach made PILOT the 1st to launch Bottle to Pen writing instruments.

Recycled PET remains a real technical challenge ; it requires precise adjustments of moulds and production parameters, including temperature, pressure and granule drying.

2 years of R&D were required to ensure the same level of quality of the FriXion pens while using highly-complex recycled plastic injection moulding.

PILOT is the only manufacturer to inject post-consumption recycled materials (from consumer waste) directly into their manufacturing tools, a feat made possible by our teams' unique expertise combined with high performance, latest generation, automated machines.

By using recycled materials, Pilot:

- uses less raw materials of fossil fuel origin
- helps preserve natural resources
- reduces the CO₂ impact of our products

Frixion Ball Clicker
Made in Japan



Frixion Ball +
Made in France



-36%
CO₂ impact

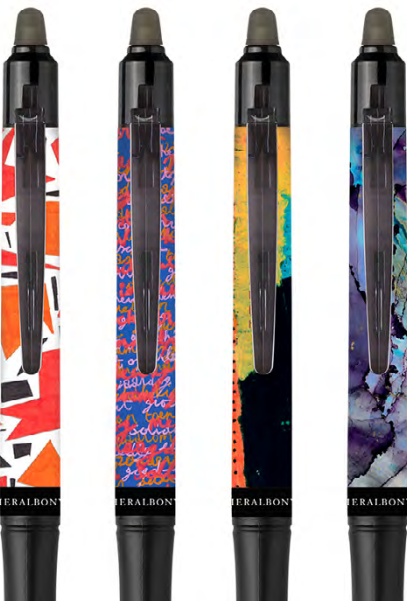


write better with less
Eco-designed product offer

Four artists.
Four uniqueness.

Recycled materials

eco-social design pens.



Heralbony partnership.

«At Heraldony...

We aim **to enhance the social status of persons with disabilities** and increase their average monthly income through sustainable revenue driven by business initiatives, **not Charity.**

This business-driven approach is a fundamental part of our corporate identity, reflecting our commitment to fostering an **inclusive society through economic empowerment.**»



From Uniqueness, Creativity Blooms

Together with HERALBONY, PILOT celebrates uniqueness. Through collaboration with artists with disabilities, we support writing as a powerful way of self-expression and creativity.



90%
recycled plastic*



*excluding
refills and
non-plastic
components.



From Uniqueness
Creativity Blooms

Léo Pais

Monica
Laroche

Magid
Ajjane

Fran
Duncan



write better with less
Eco-designed product offer

Reduce

less plastic and
less volume in
our packaging.

We are gradually transforming the packaging of our pens and refills by eliminating virgin plastic and ultimately replacing it with recycled cardboard.



Plastic
Acroball blister pack



Cardboard
Acroball blister pack

WHAT WE DO

Cardboard
packaging
made in PCE:

100%
FSC certified

96%
recycled
content

Plastic
packaging
made in PCE:

66%
recycled
content

Since 2021:

100% of our e-commerce range is packed in FSC paper. All formats of our logistical packaging are adapted to reduce empty space.

100%
cardboard blister packs
for our Begreen pens



HOW WE WANT TO GO FURTHER

Further limit the use of resources in packaging
& reduce empty space

Our new product launches will be proposed in cardboard wallets for a part of our distribution (retail channel). Meanwhile, we will progressively be phasing out our set2go plastic packaging, which has a too heavy environmental impact.

We will conduct a study to evaluate the empty space in our secondary packaging and will work on an action plan





write better with less
Eco-designed product offer

Refill

extend our pens' *lifespan.*

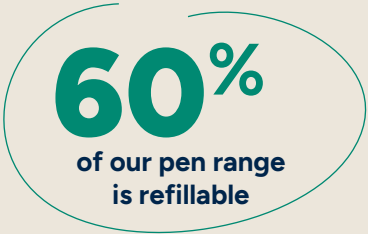
don't bin it, refill it!

the rubbish bin can wait.

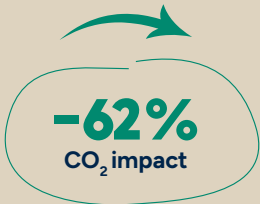
By refilling our pens, end users reduce their CO₂ impact.

WHAT WE DO

Our objective is to promote the multiple use of pens and to reduce the proportion of single-use pens. That's why we offer at least one refillable product in each writing instrument category.



4 single-use Frixion Ball



1 Frixion Ball refilled 3 times

HOW WE WANT TO GO FURTHER



Expand the mix of refillable products

We aim to expand the proportion of refillable products in our product portfolio and encourage consumers to refill their pens.

#REFILLUTION



write better with less
Eco-designed product offer

Reclaim

break
new ground
in the writing
market in
terms of
circularity.

Reducing plastic pollution in the oceans: at PILOT, we have assumed a commitment to combat plastic waste by collecting and adding reclaimed ocean plastic to the recycled PET of our B2P pens. Beyond the use of plastic of post-consumer origin, we want to break new ground in the writing industry by developing more circular models.

WHAT WE DO



Close the loop with the 4th R: Reclaim

In our Bottle to pen range, we include 86% recycled plastic, of which 2.5% is sourced from plastic which is collected from oceans, beaches, rivers, lakes and the shores of these waterways.

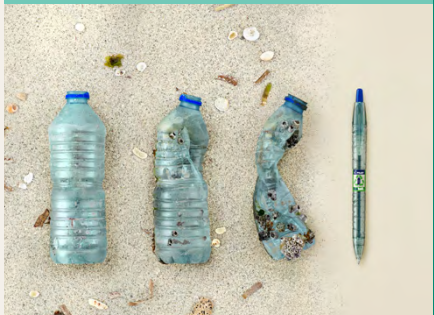
This may not seem much... but this plastic of post-consumer origin is very difficult to work with, and thus represents an industrial challenge which we are prepared to address, with the objective of raising the bar in terms of the volume of reclaimed plastic which is incorporated in our products.

It represents...

1.4 tons

of plastic
from ocean
and rivers
incorporated
in more than
10 million
B2P pens

B2P



from
bottle
to ocean
to pen.

The B2P Gel
is made from...

92%*
recycled
water bottles
and plastics
from the oceans.

*excluding refill and non
plastic components



Circular Pencase Project

Our products' end-of-life represents around 10% of our CO₂ emissions, yet no dedicated Extended Producer Responsibility (EPR) recycling channel currently exists for school and office supplies. To address this issue, we are supporting an experimental collection project in France to assess recycling solutions and explore the feasibility of a future end-of-life management system for the sector.

HOW WE WANT TO GO FURTHER



Take part in collective industry initiatives

Together we go further: we are convinced that the development of circular economy is a challenge which needs to be addressed collectively. And we want to take an active part in initiatives for the more effective collection and recycling of pens.



write better with less
Eco-designed product offer

COMMITMENT 03/

Our recycled range certified by Japan ECOMARK*

Criteria:

70% recycled plastic**

**excluding refills and non-plastic components.

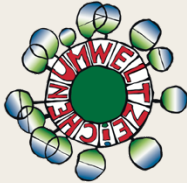


*EcoMark is a Type I Ecolabel in Japan operated according to ISO14020 and 14024 and recognized by Japan Environment Association.

certify our products to demonstrate transparency.

Product certifications is a tangible commitment to transparency for our stakeholders, including partners, clients, consumers, and employees. Certified product ranges provide reassurance and credible proof that our products meet environmental and/or social standards.

Our Austrian Ecolabel certified ranges



Criteria:

Production compliant with environmental and employee protection requirements

Strict limits for harmful substances.

refillability ensured

Pilot ranges:

>65% recycled content

>50% recycled for plastic packaging

>80% recycled for cardboard packaging



Our ClimatePartner certified products

The ClimatePartner certified label guarantees transparency and traceability of the climate reduction approach. With a QR code and a unique identification number, anyone can access a webpage.

Since 2022, 5 835 Tons of CO₂e have been financially supported by Pilot and around 5,6 tons of plastic have been collected.





ClimatePartner certified product
climate-id.com/MTWEDD



CO₂ measure
reduce
contribute

100% of our pens manufactured in the european PILOT factory are ClimatePartner certified products:

35 million pens in 2025.

*write
better
with
care*

pillar 2
**minimize the
environmental
footprint of
our activities.**





write better with care

Environmental footprint of activities

REDUCE OUR OPERATIONS' ENVIRONMENTAL FOOTPRINT

We monitor every stage in the manufacturing process of our products, taking account of their CO2 emissions.

We innovate: we are actively adopting new initiatives to ensure that our factories consume as little energy as possible, and for the reduction of waste production.

We involve: our environmental vision only makes sense if it is shared by everyone. 100% of our employees are committed to our environmental approach. We also ensure that partners share our values and convictions.

At Pilot, we are committed to :

- 01 Monitor risks across our value chain.
- 02 Assess and minimize the impact of production and offices on the environment.
- 03 Optimize our supply chain and minimize its impact.



SDGs* related to this pillar

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

* Sustainable Development Goals.



write better with care
Environmental footprint of activities

COMMITMENT 01/

monitor risks
across our
value chain:

Climate
Risk Analysis.

Climate-related risks and opportunities are identified **based on industry exposures and assessed according to their likelihood and potential business impact** across short- (0–1 year), medium- (1–3 years) and long-term (3+ years) horizons, supported by IPCC-aligned scenario analyses (1.5°C–2°C and 4°C scenarios, horizon 2030).



PCE’s climate risk assessment builds on the analysis conducted at Pilot Corporation Group level, in line with TCFD recommendations.



climate change
transition risks

physical risk associated
with climate change

01

Increased
material costs

PCE has identified climate-related transition risks linked to regulation, markets, and reputation, based on IPCC-aligned scenarios. In a 2°C scenario, the introduction of carbon tax and the strengthening tax on fuel and energy may increase operating costs. These exposures are material over the medium to long term.

To mitigate these risks, the Group has identified countermeasures including increasing the use of renewable energy (e.g. procurement of renewable electricity, solar panels, electrification of vehicles), reducing raw material usage through recycled materials and eco-design, strengthening sustainable procurement practices, and implementing continuous energy efficiency measures.

02

Market changes
and evolving customer
expectations

Changes in customer behaviour and market dynamics represent a transition risk for PCE under IPCC-aligned scenarios. In a 2°C scenario, growing interest in sustainability and the substitution of traditional writing instruments by digital tools may lead to declining sales and increased R&D and marketing costs. These exposures are material over the short to long term.

In response, countermeasures include strengthening capabilities in eco-design product development, collaborating with partners to combine analog and digital uses, enhancing after-sales services such as repair, and developing new customer engagement channels.

03

Intensification
of natural disasters

Exposure to natural disasters such as typhoons and physical climate is expected to intensify under IPCC-aligned scenarios. In both 2°C and higher warming scenarios, events such as typhoons, heavy rainfall and flooding may disrupt supply chains, reduce production volumes and delay product delivery. These exposures are material over the short to long term.

To address these risks, countermeasures include the implementation of business continuity plans (BCP), strengthening disaster prevention infrastructure, diversifying and securing supply chains, and adapting production systems to improve resilience.

The Group is also exposed to other climate risks such as increasing constraints on raw materials and evolving regulatory and market expectations regarding sustainability and circularity. These can be found on Pilot’s website.

Information Disclosure Based on the TCFD
Recommendations | PILOT



write better with care
Environmental footprint of activities

COMMITMENT 01/

monitor risks
across our
value chain:

direct our purchase
towards responsible
sourcing.

The Responsible Procurement Policy is a critical building block of our CSR approach. It demonstrates our desire to include sustainable development principles in all our business policies and promote them in our relations with our partners.

WHAT WE DO

The Responsible Procurement Policy is based on four cornerstones:

Monitor risks across our value chain

We ask our suppliers to perform self evaluation on environmental aspects, we evaluate them on economic, quality, social and environmental criterias in order to determine our suppliers' risk cartography.

50%

of our suppliers have
completed the self-
evaluation form on CSR.

Promote partnerships
relations

We work closely with our suppliers and favor long-term relations with our suppliers. We prefer to select local suppliers.

over 10 years partnership for:
50% of our stock
suppliers

Direct our purchase towards
responsible sourcing

We incorporate minimum requirements in our tenders for the procurement of materials or products.

70%
recycled content
for cardboard

50%
recycled plastic

Select the suppliers who are
aligned with our responsible
purchasing commitments

We developed a new purchasing charter with mutual commitments.

In 2025,
55%
signed it.

HOW WE WANT TO
GO FURTHER

By 2027: 75% of our raw materials and packaging suppliers should undergo an ECOVADIS-type evaluation.



write better with care
Environmental footprint of activities

COMMITMENT 02/

assess &
minimize
our
*production
impact.*

We pay particular attention to the significant environmental impacts associated with waste production, energy consumption and CO₂ emissions. We carefully monitor these impacts, and implement more frugal and more circular processes.

WHAT WE DO



Environmental
certified site

Our production site, located in France, has set up an environmental management system.



EMAS
Management
environnemental
vérifié
FR-000068



Save energy
in production

The adjustment of our energy mix and our production processes has enabled us to achieve significant energy savings.

Our new electric presses have enabled us to cut energy consumption by: 40% kW/press.

Our
european
factory
uses...

100%
renewable
electricity,
mainly from
hydroelectric
origin.



Reduce, reuse,
recycle waste

Whenever possible we reduce and reuse our waste.

85%
of recycled
rate

To go further we have a multiple partner project to find a recycling scheme to glassine.



Recycled
materials

80%

of recycled plastic in the raw material which we buy to manufacture our pens and blisters in our European factory.



Water savings

The plant retreats its process water in a closed loop system and has installed a rainwater collection tank.



HOW WE
WANT
TO GO
FURTHER

A new heating system
at our plant!

The project consists of replacing the gas boiler with a heat pump in the injection zone of our plant. By changing the system we expect to save energy consumption by 8% and reduce carbon emissions:

-65%
teqCO₂/MWh

while significantly improve employee comfort in summer.



write better with care
Environmental footprint of activities

COMMITMENT 02/

assess &
minimize
the impact
of our
offices.



WHAT WE DO



Pilot Pen
United
Kingdom

At Pilot Pen United Kingdom offices, both solar panels and an infra-red heating system were installed.

The infra-red heating system will reduce PPUK carbon footprint by 66 tons of CO₂e per year.

PPUK is advancing sustainability with its car fleet, comprising 40% fully electric vehicles and the remainder as plug-in hybrids. The company has installed charging points, all powered by solar panels on the building's roof.



Pilot Pen
Deutschland

Pilot Pen Deutschland has committed to continuously reducing its local emissions:

- Transition from conventional lighting to energy-efficient LED lighting.
- Shift to 100% renewable energy consumption.
- Introduction of an electric and hybrid company car policy.
- Installation of four wallboxes at the Reinbek site.
- Implementation of a sustainable travel policy.

Key milestones for 2026 include the installation of solar panels and the successful ISO 14001 certification of the company.



Pilot Pen
Nordics

Pilot Pen Nordics has set a heating system that uses geothermal heat to reduce energy consumption.

In September 2024, PNO also installed solar panels...

...to reduce their need even more and buys external electricity from renewable sources to cover remaining needs.

Pilot Pen Nordics have settled an electric hybrid company car policy.



Pilot Pen
France

Pilot Pen France is offering electric bikes to its staff...

...enabling them to use these eco-friendly vehicles for their daily commute between home and work.

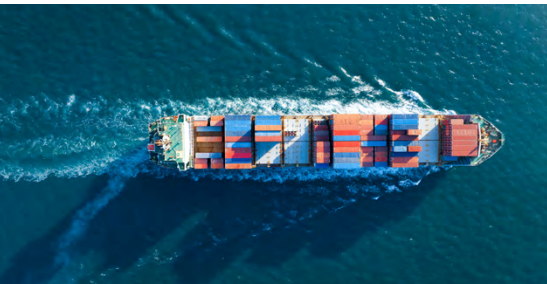
This initiative is part of PPF's ongoing commitment to reducing its environmental footprint and encouraging employees to adopt greener transportation options.



write better with care
Environmental footprint of activities

COMMITMENT 03/

WHAT
WE DO



optimize
our *supply chain* and
minimize
its impact.

As a Japanese company, we are conscious of the major environmental impact of transport in our processes, and have thus set up an ambitious program for the optimization of our product flows.

Our upstream and downstream transportation represents 10% of our global Greenhouse gas emissions.



Optimize our
logistics flows

We have reviewed our logistics flows, and have created a central warehouse for the pooling of our buffer stocks and minimizing the impact of our transport operations.

The optimization of trucks and containers fill rate is key to the reduction of our CO₂ emissions. This plan is intended to reduce transport flows whilst maintaining quality of service. We also ensure a maximum loading factor for containers.

Between 2018 and 2025
we emitted almost

3 times less

CO₂ emissions to transport our products and components from Japan to Europe.



Choose more sustainable
transport options

We are now deploying barge or rail transport for deliveries from harbors, in order to limit pollution from trucks.

Our target: **65%**
transported
by barge/rail

In partnership with BMW - our local logistics partner: 100% of the trucks use XTL, a biofuel that reduces CO₂ emissions by 80% compared to road diesel.



HOW WE WANT TO GO FURTHER



Centralize all our product
flows in one place

All product flows are to be centralized at our French logistics platform in Allonzier-la-Caille, for the supply of our European markets. This is a key project for the rationalization of transport operations, and reduction of our CO₂e emissions.



Deploy a demand-driven
process

We are also working on a new process for the more effective management of our product procurement. By matching demand and supply more effectively, we can simultaneously restrict air transport and eliminate any excess stocks.

write
better
together



pillar 3
improve
our social
commitments.





write better together

Social commitment

ENABLE EMPLOYEES TO FULFILL THEMSELVES IN THEIR JOB, WITHIN THE COMPANY AND IN SOCIETY.

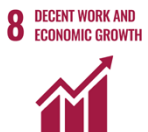
Our collaborators are the first to write down Pilot's story and to implement our social and environmental commitments, making them active players in the company's CSR agenda. In line with Pilot's Responsible Social Policy, we strive to create the right conditions for professional fulfilment, personal development, and well-being at work. This HR policy applies across all activities of PCE and is available on the PCE's intranet website.

At Pilot, we are committed
to grow better together:

- 01 **Grow through respect:** provide all our employees with a respectful, safe, and inclusive work environment.
- 02 **Grow through improvement:** nurture talents, develop skills, and keep improving quality of life at work.
- 03 **Grow through actions:** encourage employees to contribute to our CSR commitments.



SDGs*
related to
this pillar



* Sustainable Development Goals.



write better together
Social commitment

COMMITMENT 01/

grow through
respect:

provide all our employees
with a respectful, safe, and
inclusive work environment.

At PILOT, we believe in the talent of our collaborators
and the power of our culture to drive robustness
and meet our CSR commitments. Creating an
appropriate working environment is our priority.



WHAT WE DO



A new Code
of Ethics

A new Code of Ethics was issued
in 2024, practically covering all
important topics related to Pilot's
activities.

It is structured into three areas:

- Respect for people.
- Act with integrity.
- Minimize our environmental
impacts.

This policy covers the following
areas in particular: child labour,
forced labour, discrimination and
risk prevention.



Setting up a PSR Committee
PsychoSocial Risk

A collective commitment to well-being at work.

The missions of the PSR Committee :

- Support and advise managers and teams
in their action plans related to PSR.
- Define, conduct and monitor the prevention actions
implemented by PILOT, involving all the actors concerned.
- Analyze situations and propose recommendations to
management to improve our practices in the long term.



Corruption
and ethics risk
mapping

A corruption and ethics
risk mapping has been
implemented to identify,
assess and prioritize the
main risk exposures across
PCE's activities.

Based on a structured
analysis of processes and
input from key functions,
this mapping enables the
definition of targeted
action plans to strengthen
the compliance framework.

It is reviewed regularly
as part of a continuous
improvement approach,
ensuring its relevance and
effectiveness over time.



A whistleblowing system

PCE has implemented a Whistleblowing
system enabling the confidential
reporting of potential breaches of laws,
internal rules or ethical standards.

The system offers several protected
channels: internal reporting through
management lines, HR or our Ethics
Officer :

ethics@piloteurope.com

An external confidential platform
is available for you to report any
inappropriate behavior or concerning
situations. [https://www.ethicorp.com/
pilot](https://www.ethicorp.com/pilot)

This framework ensures that concerns
can be raised safely, with the possibility
to report anonymously. All whistleblowers
acting in good faith are protected from
any form of retaliation.

HOW WE WANT
TO GO FURTHER

The objective is to train
100% of Pilot
employees in
Europe by 2027

and to integrate this
training into the career
path of all new employees.



write better together
Social commitment

grow through *respect:*
diversity, equity, and inclusion focus.



Reinforce our Diversity, Equity and Inclusion policy

In 2025, 10 FTE are disabled employees. For all people suffering from a disability due to an occupational illness, we are always on the lookout for internal reclassification solutions for suitable positions, and we ask for job adaptations co-financed by AGEFIPH*.

Workshops developed in collaboration with Agefiph, designed as interactive games to break down barriers surrounding disability, have been launched to raise awareness about various forms of disability, including invisible disabilities, which are still largely misunderstood.

*AGEFIPH : Association for the Management of the Fund for the Professional Integration of Disabled Persons.



Outsourcing to social companies

Since 2007 we have partnered with Messidor in our production site. Messidor is a social company that helps people with mental disability back into employment. Since 2010, we have partnered with APEI for co-packing.

+23%
in 1 year, of subcontracting turnover made with supported employment.



PCE & PP Deutschland are signatory of the diversity charter

Signing the diversity charter formalizes our commitment to respect the cultural and ethnic diversity of our employees.

At PILOT, we think that Diversity is the essence of a more efficient company, it improves team bonding leading to a better cohesion and thus performance. In 2024, all our HR teams and some managers have been sensitized on this topic thanks to a Diversity Fresk!



HOW WE WANT TO GO FURTHER



A campaign on the Recognition of Status as a Disabled Worker (RQTH).

It is essential to raise awareness of this often-overlooked program. It helps inform employees with disabilities—some of whom may not have disclosed their condition—about the benefits of the RQTH, including workplace accommodations, access to training, employment support, and continued participation in the workforce.



Support women in industrial jobs

Encouraging long-term courses of certification training, leading to promotion for women in industrial and logistics jobs.



Maintain a healthy work-life balance

Adjusting working conditions for employees who have recently become parents is one of our identified areas of progress.



write better together
Social commitment

grow through
respect:

health and
safety focus.



WHAT WE DO



3P Policy

Prevent:

Prevent the professional risks with safety trainings and with Safety Equipment.

Plan:

Implement the necessary actions to eliminate or reduce the risks.

Protect:

Protect the physical and mental health of employees.



ISO 45001 diagnostic

In a continuous improvement spirit; we have organized a ISO 45001 diagnostic (Health and safety management standard) to have an overview of our strength and point of progress for the coming years.

We will focus on: improving ourselves on chemical risks; improving communications and total feedback regarding dangerous situations, renew protection equipment and better structurate the internal policies.



Muskulo-skeletal
disorder prevention

Pilot has worked on minimizing musculo-skeletal disorder for over 20 years to reduce the impact on health and physical arduousness. What's more, every machine renewal or new development incorporates a postural impact study, and the machine is modified accordingly.

Every factory and logistics teams are encouraged to do a muscle warm-up. Every year an ergonomist trainee make recommendations and propose action plans to reduce MSD on work stations. This year: We have equiped blister line with a robot to reduce repetitive gesture and associated penibility.



A new Mezzanine in
the logistics platform

We have suppressed a risk due to the co-activity between pedestrian and the logistics platform. We have improved the picking zone with lower storage rack in order to ease logistics work and reduce potential risks.



Training

100%

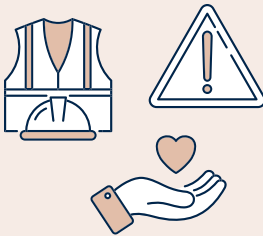
of new employees have a health and safety training.



KPI

In 2025,
Accident
frequency rate:
15,89

Gravity rate:
1,11



HOW WE WANT
TO GO FURTHER

Our targets:

Reach a
gravity rate at:

0,5
by 2030
(-60% vs 2023)

Improve our
health and safety
management
system



write better together
Social commitment

COMMITMENT 02/

grow
through
improvement:

nurture talents, develop
skills and keep improving
quality of life at work.

PILOT's culture is based upon a wide diversity of collaborators, with various talents and professional aspirations. From orientation through skills acquisition to the definition of career paths: we support our collaborators at every stage.

WHAT WE DO



Pilot Pen Nordics & Pilot Pen France

Pilot Pen Nordics & Pilot Pen France achieved GPTW certification! Pilot Pen France achieved a score of **81% positive responses**, reflecting the high level of satisfaction and engagement among its workforce. Additionally, 96% of employees perceive the company as a great place to work. Pilot Pen Nordics achieved a **88% net score!**

Great
Place
To
Work®



Career and skills
development

Joining the PILOT team means writing a professional adventure based on a virtuous balance between skills development and a passion for writing, combined with personal fulfillment.

Various opportunities are offered through our extensive training plan as well as internal promotions opportunities.

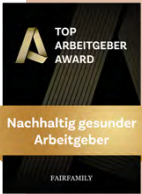
Our training expenses represented:

2,7% of our payroll
in 2025.



Pilot Pen
Deutschland

Pilot Pen Deutschland obtained the **TOP Employer Award** as « sustainably healthy employer »



HOW WE WANT TO GO FURTHER



Continuously
improve working
conditions

Our objective is to continue the roll out of surveys among our European offices and organize workshops to improve quality of life at work based on our employees' feedback!



Offer continuous
learning &
development

Management level is always a key factor in a positive corporate culture. We will continue to invest in training for managers on goodwill management, feedback culture, intercultural japanese culture training.



Give young
people their first
opportunity

Through internships and mentoring projects, amongst other facilities.



CSR criterias integrated
in all teams annual
objectives

Our objective is to align our CSR strategy with individual objective in a day to day improvement spirits.

100% of our employees have
CSR targets in their
annual objectives.

CSR criteria in bonus
remunerations

Our top managers have CSR criteria integrated in their remuneration.

2 objectives:

CO₂
reduction

**increase of %
of our sales on
made in France
product ranges**





write better together
Social commitment

COMMITMENT 03/

grow
through
actions

encourage employees to contribute
to our CSR commitments.

Our collaborators are the driving force of the success of our CSR strategy. To ensure that each of them can actively contribute, we take action to raise their awareness of sustainability issues, keeping our strong team spirit alive and enabling all to commit.

HOW WE WANT
TO GO FURTHER



Prepare for
the challenges
of tomorrow

Supplying our teams with the necessary knowledge and providing them with tools, as a means of keeping up with CSR challenges for PILOT.



« In your opinion, is the company committed to reducing its environmental impact? »

88% positive responses
(very satisfactory & satisfactory)



WHAT WE DO



Raise sustainability awareness

As part of the European Sustainable Development Weeks, we invited SoluCir to speak on the topic of the circular economy.

We also organized a responsible digital fresco for IT teams and a Diversity fresco for HR teams and some managers. A playful way to sensitize on important issues while stating solutions to act at the company level.

Employees mobility survey:

30% of employees practice car pooling (+13 pts vs 2023) thanks to many challenges organize every year and a great sensitization.



Take actions

In addition with raising awareness, we wanted to take actions! A waste collection operation in the business area surrounding our company was organized.

We also support causes that are particularly important to us as: blood donation, Pink October; handwritings workshops, solidarity actions...



Keep our team spirit alive

A strong team spirit is at the heart of our culture. Events like running races and regular sporting activities are one of the ways by which we keep this spirit alive.

100%
of our employees will be sensitized on sustainability topics in 2026.



write
for
well-
being



pillar 4
**develop a
positive societal
contribution.**





SUPPORT THE DEVELOPMENT OF COGNITIVE APTITUDES & EXPRESSIVE ABILITIES

AND CONTRIBUTING TO OUR LOCAL COMMUNITIES' LIFE AND WELL-BEING.

Whether for the reduction of stress, the expression of thoughts and feelings, the development of creativity and critical thinking or the stimulation of our brain capacities, **handwriting is a powerful tool for the support of physical and cerebral health.** This is why PILOT is strongly committed to supporting the development of cognitive and expressive functions through handwriting, at all ages, and contributing to our local communities' life and well-being.

For over 100 years, PILOT has been convinced of handwriting's ability to make us understand, feel and change the world. With this societal commitment, PILOT goes one step further, **for the empowerment of people to make the most of their handwriting and to improve their inner world, in the interests of a better life.**

At Pilot, we are committed to :

- 01 Raise awareness of the benefits of handwriting.
- 02 Help the development of cognitive aptitude and expressive abilities
- 03 Participate in the life and well-being of our local communities.

Scientists confirm that writing by hand is *good for the brain.*

SDGs* related to this pillar



* Sustainable Development Goals.



write for well-being
Societal contribution

OUR BRAND FIGHT

support the act of *handwriting*
at all ages to live better.

Writing by hand connects mind and emotions, strengthens cognitive abilities and supports well-being.
At Pilot, we stand for this essential gesture, for everyone, throughout life.



by developing
& maintaining
cognitive
aptitudes.

From a cognitive perspective, handwriting activates complex brain processes. It supports learning, memory, attention and the ability to structure ideas — essential skills throughout life, from early education to lifelong learning.

At Pilot, we design writing solutions and programs that help people train these cognitive aptitudes over time, and we support initiatives that encourage writing by hand in schools, at work and within communities.

by enhancing
expressive
abilities.

Handwriting — and also drawing, doodling or journaling — offers a direct channel for self-expression. It helps people clarify thoughts, relieve tension, and give shape to emotions. This expressive dimension contributes to personal balance and a deeper sense of well-being.

At Pilot, we create experiences and tools that invite everyone to explore this expressive power, reconnect with the pleasure of the gesture, and use writing as a simple way to feel better — day after day.



At all ages

From learning to write, to taking notes, creating, reflecting or staying mentally active: we support everyone in keeping handwriting present in everyday life.



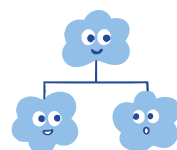


write for well-being
Societal contribution



helps **learning**
and **memorization**

for better **academic achievement** ⁽¹⁾



structures
thoughts and ideas

for better **problem solving** ⁽²⁾



maintains focus

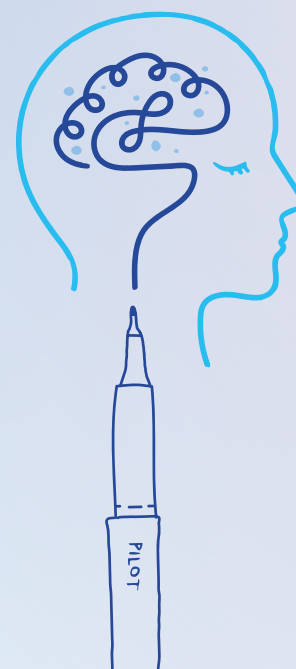
for better **productivity** ⁽³⁾



the act of
handwriting

Handwriting...

...improves
cognitive aptitudes
and **enhances efficiency**



Handwriting...

...liberates
emotions
and **enhances well-being**



boosts mindfulness

for better **disconnection**
through **creative activities** ⁽⁴⁾



relieves
stress and anxiety

for better **sleep quality**
& **mental well being** ⁽⁵⁾



strengthens
deep connections
to each others

for better **meaningful life** ⁽⁶⁾



write for well-being
Societal contribution

COMMITMENT 01/

raise
awareness
of the *benefits*
of *handwriting*.

At Pilot, we are committed to raising awareness of the value of handwriting and to sharing its benefits with as many people as possible, across all ages and contexts. Our ambition is simple: keep handwriting alive as a meaningful, accessible and beneficial practice in everyday life.

WHAT
WE DO



Scientific partnership
& public speaking

Pilot's awareness initiatives are supported by Marie Prévost, PhD in Neuroscience, who accompanies our public speaking engagements and ensures a rigorous, science-based approach.



Academic partnerships
& mind mapping

Through partnerships with schools and universities, Pilot delivers mind mapping workshops that promote handwriting as a tool for learning, clarity and self-expression.

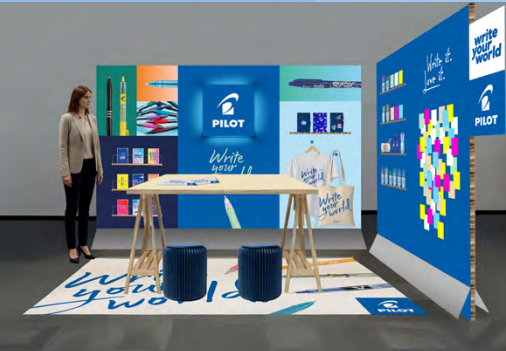


HOW WE
WANT TO
GO FURTHER



Handwriting spaces

We plan to develop writing corners that invite people to write, draw and reconnect with the gesture in shared environments.



Toolkits & activity boxes

We want to deploy handwriting kits and activity boxes designed for different audiences, combining writing tools and guided exercises.



write for well-being
Societal contribution

COMMITMENT 02/

help the
development
of *cognitive*
and *expressive*
aptitudes.

Even though handwriting is challenged by the digital world, its benefits remain key, enabling us to feel better, work better, learn better. It stimulates our long-term brain capacity, and helps us to express our sensitivity, our own vision and to write down our world.

WHAT WE DO

We led several campaigns across various countries, aiming to inspire people to reconnect with the art of writing by hand and feel the difference in a digital world.

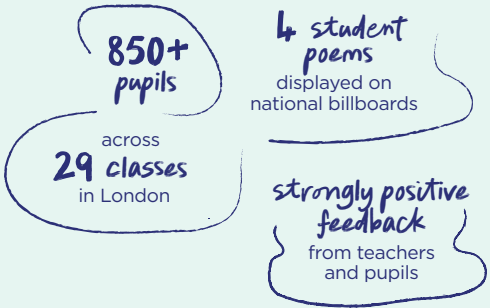


Concept

Encourage children and young people to discover and express their poetic voice through a national partnership with the National Literacy Trust and its flagship Young City Poets programme.

"By providing access to workshops with professional poets, cultural experiences, and a published anthology, the initiative nurtures creativity and confidence in underserved schools while amplifying the brand's visibility and community impact."

Adam Smith, Marketing Manager PPUK.



Concept

Encourage young people to write a letter to their future selves, fostering creativity, self-reflection, and mindfulness through handwriting. Selected letters are shared nationally via social media and a printed anthology.

"This campaign transforms handwriting into a powerful tool for self-expression and wellbeing, inspiring thousands of young people to pause, reflect, and connect with their future selves."

Adam Smith, Marketing Manager PPUK.





write for well-being
Societal contribution

COMMITMENT 02/



Concept

Pilot and Plume join forces to promote the power of words. It's a fun writing competition that gives all children the chance to make their voices heard through the written word. The aim is simple: to defend a cause or denounce an injustice, whether it's social inequality, gender inequality, discrimination, the fight against the environment, and much more! This year, the central theme of the writing competition is: "Remaking the world"! The aim is for students to explore alternative visions of our current reality, to rethink social, political, economic and cultural structures, and to imagine new ways of living and coexisting, and in so doing, to learn about committed writing.



Concept

A national campaign demonstrating **how handwriting can positively support mental health**. Built on the core message: "Writing Soothes the Mind." The campaign uses handwritten art direction, emotional messaging, and a strong educational backbone in partnership with neuroscientist Dr. Marie Prévost.

"Writing is recognized as playing a role in mental well being, with 60% of our panel stating they have already written to better manage their emotions."

Faustine Rutault, Marketing Manager PPF.

3 podcasts
on mental health.

1 annual sponsorship
with an association promoting mental health (Nightline).



80-pages
exercice book

written by Marie Prévost, free to download on pilotpen.fr



Concept

PPF was **the official partner of the 2025 Book Festival at the Grand Palais, Paris**. This operation enabled us to benefit from a massive media plan in Paris as partner; to orchestrate a giant dictation for 900 people.

"A wonderful event that reaffirmed the value of our #ecrirepaiselesmaux campaign. We heard many moving stories from teachers, parents, seniors, and young people passionate about writing".

Patrick Forveille, General Manager of PPF.

900 people
across
3 giant dictations

103,000 visitors
330 authors





write for well-being
Societal contribution

COMMITMENT 02/

Pilot Switzerland

Swiss Didac



Concept

Connecting with teachers, schools, and educational resource centers. As classrooms become increasingly digital, we encouraged a return to the personal touch of handwriting with our message: "Handwrite for a smile!" To bring this to life, we gave out postcards along with a PILOT pen (Frixion, Fineliner, or Ecoball) creating a small, memorable moment of creativity for every recipient.

approx.
2000
postcards
and pens
distributed

Pilot Pen Deutschland

Handwriting makes
you happy*

* «Schreiben macht glücklich» in German.



Concept

PILOT co-develops and provides pedagogical materials for teachers. In 2025, the initiative focused on raising awareness of the benefits of handwriting among students and educators. This focus continues in 2026 with the school competition "Hello Future Me", encouraging students to express their ideas and future aspirations through handwritten formats. Through this initiative, PILOT further strengthens its engagement with schools and highlights the importance of handwriting in a digital learning environment.

"This campaign reframes handwriting as a tool for creative self-expression, inviting young people to connect with the world they inhabit."

Filia Tzanidakis, Marketing Manager PPD.

Social reach:
4.500.000

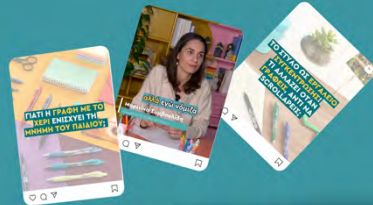
Media cooperations
/press reach:
700.000

90
entries

Pilot Pen Greece

Pilot x Project
Parenting

project
parenting



Concept

Position Pilot as a brand that not only masters handwriting instruments but **actively supports children's development by empowering parents with meaningful, expert-led guidance on writing.**

We partnered with Project Parenting for the creation of a series of reels and articles that promote the importance of handwriting.

624.900
impressions

Pilot Belux

Pennenrock
Festival



Concept

Promote creativity and positive first product experience using Pintor markers through influencer-led workshops.

>400
workshop
participants



write for well-being
Societal contribution

COMMITMENT 03/

participate
in the *life & well-being* of
our local
communities.

PILOT actively takes part in the life and development of our local communities. From pen donations and solidarity initiatives, through to support for associations who are aligned with our mission, and participation in think tanks: Pilot aims to be a local stakeholder, with a global impact.



WHAT WE DO



Donations of pens
for children and
students in need.

PILOT is proud to support various associations (Agence du Don en Nature, Dons Solidaires, Secours Populaire Français, Lions Club...) that carry out concrete actions to improve human well-being.

450 000
pens
given to NGO
in 2025.



L'Agence du Don en Nature

ADN mission is to combat all forms of material deprivation and exclusion in France. At Pilot, since 2018, we have supported ADN's «Back-to-School» solidarity event to promote equal opportunities by helping...

75 000 underprivileged
students or pupils
obtain the materials they need
for the start of the new school year.

Pilot was honored to receive an award for its commitment in 2025.



Dons
Solidaires

Dons Solidaires combats poverty by distributing everyday essentials to those most in need, products that are essential to dignity and inclusion through

1200
beneficiary
organizations

Enfant du Désert

Pilot has also supported this organization, which works to ensure that children in southeastern Morocco have access to education.





write for well-being
Societal contribution

COMMITMENT 03/



Local partnerships

Pilot is a global player which is strongly rooted in its territory, supporting local events and associations that highlight medical, sporting, environmental or cultural causes (for example: Bonheur des Mômes, Solucir, Forma, Alptitude...).

PILOT is a partner of the 2050 Robust and Circular Territory project!

The objective of the project is to imagine and write how to live in our territory in 2050 in a context of climate change. This is the very embodiment of our CSR strategy: "Write for a sustainable future", while putting theory into practice!



PILOT signatory of the Climate Pact

PILOT participated in the Climate Biennial organised by the Grand Annecy Agglomeration, with the aim of making a commitment within its territory.

Partnership PILOT x IAE Savoie Mont Blanc

For 2 years, starting this autumn, PILOT will be sponsoring the IAE Savoie Mont Blanc. Pilot will be offering students a range of activities at the university to support their teaching in the form of workshops, conferences, challenges, immersive experiences, innovation challenges, site visits, etc.



Write your future

PILOT took part in the FORMA 2026 Forum, a key event dedicated to career guidance for young students.



Write to build connections

With students, we have launched a program of letters to elderly people in retirement homes in partnership with Alptitude. This action could bring happiness between them and create strong connection to relieve from loneliness.



Write to learn

The goal is to restore the importance of handwriting in learning, based on neuroscience discoveries throughout the year. PILOT will offer the intervention of a neuroscientist to discuss with teachers and students, as well as a workshop on Mind Mapping to learn how to map one's thoughts and express oneself more freely orally.



Write to celebrate

Pilot supported the Red Cross Operation for Christmas. After receiving a gift from a local toy collection, children who benefit from Red Cross, wrote a Thank-you letter to Santa Claus with a G2 Pen and the support of the pupils of Raoul Blanchard College.



OUR *KPI* (Key Performance Indicators)

Pillar 1

write better with less

	2024	2025	Topic material / non material	GRI reference	Reference VSME
% of pens sold with at least 50% recycled plastic / total pens (w/o fine writing)	50,3%	50,2%	Material		
% of >70% recycled plastic pens sold in Europe / total pens (w/o fine writing)	8,4%	12,5%	Material		
% of Made in France pens sold in Europe / total pens (w/o fine writing)	19,2%	21,5%	Material		
% of refillable pens sold in Europe / total pens (w/o fine writing)	68,1%	71,4%	Material		
% refills / total pens (incl. Refills)	33,7%	31,9%	Material		

Pillar 2

write better with care

% of new suppliers screened using social and environmental criteria	71%	100%	Not material	414-1 308-1	
% of stocked-product suppliers who have completed the CSR (social, environment...) self-assessment form updated every 2 years		50%	Not material	308-2	
Total volume of plastic bought (tons)	230	289	Material	301-2	B7 - 38
% of recycled plastic / total plastic	77%	80%	Material	301-2	B7 - 38
Total volume of cardboard bought (tons)	867	970	Material	301-1	B7 - 38
% of recycled cardboard / total cardboard	95%	96%	Material	301-1	B7 - 38
Total energy consumption in Kwh	3 070 191	3 211 832	Material	103-2	B3 - 29
Total gaz consumption Kwh	1 273 338	1 071 314	Material	103-4 302-3	B3 - 29
Total electricity consumption in Kwh	1 796 853	2 140 518	Material	103-2	B3 - 29
% of renewable electricity / total energy consumption	59%	67%	Material	103-2	B3 - 29
Total electricity consumption in Wh / product Unit	11,2	11	Material	103-4 302-3	
Reduction in energy consumption achieved since 2018	-19%	-15%	Material	103-5 302-4	
Total water consumption (m3)	1041	1090	Not material	303-5	B6 - 35-36
Total volume of waste (tons)	260,43	316,69	Not material	306-3	B7 - 33
% of reduction of waste in PCE factory since 2018	-16%	2%	Not material		
% of recycled rate for our waste in PCE factory	84,8%	86,1%	Not material		
Total annual generation of hazardous waste (tons)	25,93	21,98	Not material	306-3	B7 - 38
% scrap rate	0,27%	0,34%	Not material		
% of our containers transported by barge/rail (instead of trucks)	70%	73%	Material		
From of Japan to PCE : % of air freight (w/o switch) in tons	7%	5%	Material		

Pillar 3

write better together



		2024	2025	Topic material / non material	GRI reference	Reference VSME	
% permanent contract		89%	83%	Not material	2-7	B8 - 39	
% of PCE employees covered by collective agreements		100	100	Not material	2-30	B10-42	
Workforce breakdown by gender:	WOMEN	60%	58%	Not material	2-7	B8-39	
	MEN	40%	42%	Not material	2-7	B8-39	
Percentage of women in top management positions		30%	30%	Not material	405-1	C9-65	
Turnover		14,08%	9,94%	Not material	401-1	B8 - 40	
Number of reports raised through the whistleblowing system		0	0	Not material	2-16b		
EGAPRO Index		86/100	77/100	Not material			
Women who received an individual pay rise upon returning from maternity leave		100%	100%	Not material			
Average compensation by gender (all employee categories combined, base 100):	WOMEN	97	98	Not material	405-2	B10 - 42	
	MEN	103	102	Not material	405-2	B10 - 42	
Number of employees paid at or above the minimum wage (SMIC)		100%	100%	Not material	202-1	B10 - 42	
Training budget (% of payroll)		2,90%	2,70%	Not material			
Average number of annual training hours per:	WOMEN	45%	49%	Not material	404 - 1	B10 - 42	
	MEN	55%	51%	Not material	404 - 1	B10 - 42	
Disability (number of employees recognized as having a disability)		9,59	9,99	Not material	405-1		
Subcontracting turnover made with supported employment		124K€	152K€	Not material			
Overall perception: «overall, PCE is a great place to work»			59%	Not material			
Number of workplace accidents		6	8	Material	403-9	B9 - 41	
Accident frequency rate		11,11	15,89	Material	403-9		
Accident severity rate		1,54	1,11	Material	403-9		

Pillar 4

write for well-being



% of Pilot UE companies who have implemented a brand fight program (PPD, PPF, PPUK, PNO, Hungary, Benelux)	50%	86%	Not material		
Donations of pens by volume	144 753	452 001	Not material		

List of VSME KPIs not published (not material):

- The proportion of waste diverted to recycling or reuse.

Sources

(1) Handwriting helps learning & memorization

Longcamp, M., Zerbato-Poudou, M. T., & Velay, J. L. (2005). The influence of writing practice on letter recognition in preschool children: A comparison between handwriting and typing. *Acta psychologica*, 119(1), 67-79. Mangen, A., Anda, L. G., Oxenburgh, G. H., & Brännick, K. (2015). Handwriting versus keyboard writing: effect on word recall. *Journal of writing research*, 7(2), 227-247.

(2) Handwriting structures thoughts & ideas

Nyachwaya, J. M., Mohamed, A. R., Roehrig, G. H., Wood, N. B., Kern, A. L., & Schneider, J. L. (2011). The development of an open-ended drawing tool: an alternative diagnostic tool for assessing students' understanding of the particulate nature of matter. *Chemistry Education Research and Practice*, 12(2), 121-132. Roth, S. (2021). Draw your organization! A solution-focused theory-method for business school challenges and change. *Journal of Organizational Change Management*, 34(4), 713-728.

(3) Handwriting maintains focus

Chen, W., Chen, C., Yang, P., Bi, S., Liu, J., Xia, M., ... & Wang, W. (2019). Long-term Chinese calligraphic handwriting reshapes the posterior cingulate cortex: A VBM study. *PloS one*, 14(4), e0214917. Kao, H. S. (2006). Shufa: Chinese calligraphic handwriting (CCH) for health and behavioural therapy. *International journal of psychology*, 41(4), 282-286.

(4) Handwriting boosts mindfulness

Chen, W., Chen, C., Yang, P., Bi, S., Liu, J., Xia, M., ... & Wang, W. (2019). Long-term Chinese calligraphic handwriting reshapes the posterior cingulate cortex: A VBM study. *PloS one*, 14(4), e0214917. Isis, P., Bokoch, R., Fowler, G., & Hass-Cohen, N. (2023). Efficacy of a Single Session Mindfulness-based Art Therapy Doodle Intervention. *Art Therapy*, 1-10. Suhr, M., Risch, A. K., & Wilz, G. (2017). Maintaining mental health through positive writing: Effects of a resource diary on depression and emotion regulation. *Journal of clinical psychology*, 73(12), 1586-1598.

(5) Handwriting relieves stress & anxiety

Baweja, P. (2020). Doodling: A positive creative leisure practice. *Positive Sociology of Leisure: Contemporary Perspectives*, 333-349. Hsiao, C. C., Lin, C. C., Cheng, C. G., Chang, Y. H., Lin, H. C., Wu, H. C., & Cheng, C. A. (2023). Self-Reported Beneficial Effects of Chinese Calligraphy Handwriting Training for Individuals with Mild Cognitive Impairment: An Exploratory Study. *International journal of environmental research and public health*, 20(2), 1031.

(6) Handwriting strengthens deep connections

Enquête INJEPR-2023/12. Les adolescents et leurs pratiques de l'écriture au XXIème siècle : nouveaux pouvoirs de l'écriture. Tassiello, V., Viglia, G., & Mattila, A. S. (2018). How handwriting reduces negative online ratings. *Annals of Tourism Research*, 73, 171-179.

*let's write together for
a sustainable future!*
