



write for
a sustainable
future.

CSR report 2025

Pilot in Europe
2nd edition - 2025





For more than 100 years, PILOT has supported the act of writing as a means of empowering people to express their uniqueness – this is our mission.

We are proud that our R&D innovations and CSR commitments are bringing millions of people the best writing tools to achieve what matters most. Because we know it's by writing, drawing and, underlining that people are writing their world.

CSR is an integral part of Pilot's development strategy and has always been a core focus of the group. Pilot Corporation of Europe has now decided to adopt a sustainability report as an element of planning and control, with the objective of continuous improvement.

The publication of this sustainability report by Pilot Corporation of Europe is a public affirmation of the importance of sustainable development and our commitment to minimize our environmental impact and to the achievement of positive social and economic outcomes for our in-house stakeholders (employees, collaborators, managers, shareholders) and external parties (clients, suppliers, institutions, and local communities), that are directly or indirectly influenced by the Company's activities.

*Committed to writing
a better world together...*

...is a significant step forward, uniting sustainability with client and partner satisfaction.

Mr Yoshio Wada
CEO, Pilot Corporation of Europe.

« for 100 years, Pilot's objective has been to offer its users **sophisticated, innovative and eco-designed writing solutions** »

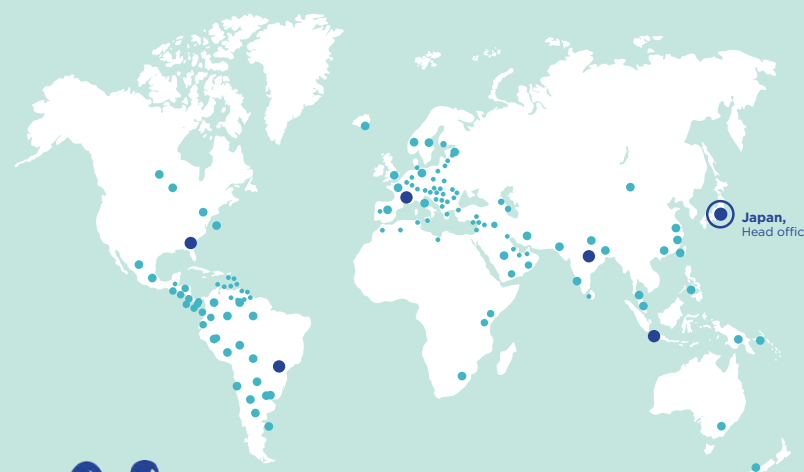


the brand's origins...

The first pens were created in Japan in 1918.

An international presence, in over...

190
countries
and regions



2900
employees

8 factories

x3 in Japan	x1 in Indonesia
x1 in USA	x1 in India
x1 in Brazil	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.



**write
your
world**



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



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 several location in 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 covering nearly 40 countries in Europe.

2 commercial branches:

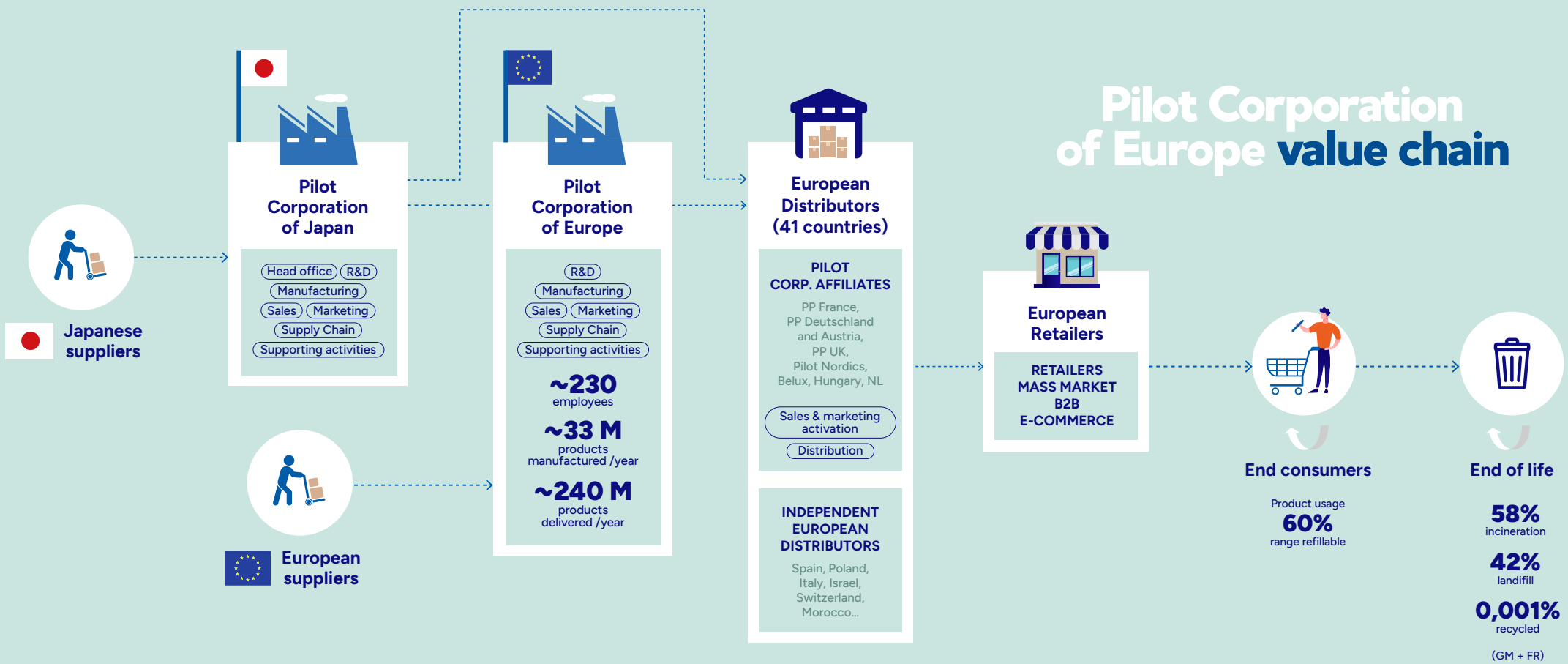
Hungary, Benelux.

1 subsidiary:

Pilot Pen France.

3 sisters companies:

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



2006

- Launch of **Begreen Range** in PCE.



- First **ISO 14001** certification.

2008

- Pilot launches a **refillable white board** marker made with **91% recycled plastic***.

2009

- **Code of conduct.**
- First **Greenhouse Gas** Emission Report.
- Launch of **B2P: the Bottle to Pen Gel** range made with post consumer recycled PET.

2010

- First **Life cycle study.**

2011

- Launch of **B2P: the Bottle to Pen Ball.**
- **EMAS** environmental certification.



2013

- Integration of **recycled plastic** in our Best Seller **G2**.
- Launch of **V5/7 refillable Cartridge System.**

2015

Launch of the **V board master S** Begreen.

2018

Installation of a **packaging machine** to pack our pens in a recyclable paper flowpack made from FSC paper.

2020

- Begreen Range available in **0 plastic packaging.**
- Our 2 best sellers, FriXion and G-2, manufactured with a **minimum 50% recycled plastic.**

2021

- Launch of **B2P EcoBall** made with **86%* recycled plastic bottles** including 2,5% recycled plastic from oceans.
- Pilot pens made in Europe are **Climate Partner certified.**

2023

UN Global Compact Signatory.



2022

Ecovadis Silver medal.



2024



- **Ecovadis Gold medal.**
- Launch of **Frixion Ball+**, Made in France.

key dates

*excl. replaceable parts.



Pilot Corporation of Europe

awarded the
**Ecovadis
Gold Medal.**

With an overall score of 76/100 : +11 points since the last evaluation, PCE is among the top 5% of companies evaluated by EcoVadis over the last 12 months! This great success is the result of a collective effort of several years from the Pilot teams.

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.

Overall score

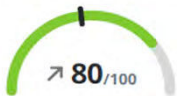
Percentile
96th

↗ 76/100



Environment

Medium impact on score



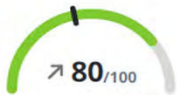
Labor & Human Rights

High impact on score



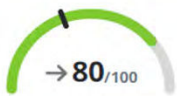
Ethics

Low impact on score



Sustainable Procurement

Low impact on score



committed to

write for a sustainable future.

In the execution of our mission, environmental and social issues have long been at the heart of our concerns. Starting in the early 2000s with the implementation of life cycle analysis, followed by an acquisition strategy which has been strengthened over the years for the more effective structuring and enrichment of our actions with regard to our products, our activities, our employees and society.

Today, our CSR approach is based on four pillars, which are...

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

OUR CSR COMMITMENTS AT A GLANCE

Discover >

Pillar 1

reinforce our eco-designed product offer.

Initial life cycle analyses were undertaken in the early 2000's on our main products. Identifying the most impactful steps has allowed us to set out our 4 Rs product sustainability strategy (Recycled material, Reduce, Refill, Reclaim) which has guided our development since.



write better with less

/01 Pursue **high quality and reliability** standards.

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

/03 Demonstrate **transparency** in our environmental actions and support **climate projects**.

Discover >

Pillar 2

minimize the environmental footprint of our activities.

We make every efforts to monitor and reduce the environmental impact associated with our activities and facilities. We implement action plans on carbon footprint, energy consumption, and waste production. Logistics is also at the core of our concerns, with an ambitious carbon reduction program.



write better with care

/01 **Monitor risks** among our value chain and direct our purchase towards **responsible sourcing**.

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

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

Discover >

Pillar 3

improve our social commitments.

PCE's ambition is to allow each and every person to express their full potential within the company. This is why PILOT is constantly pushing back the boundaries of innovation so that everyone can express their personality and develop their skills within a team.



write better together

/01 **Grow through respect**: provide the right working conditions for the personal and professional fulfilment of all our employees.

/02 **Grow through improvement**: Nurture talents and provide opportunities to develop their skills and professional career.

/03 **Grow through actions**: Encourage employees to contribute through practical initiatives for the support of our environmental and societal commitments.

Discover >

Pillar 4

develop a positive societal contribution.

We believe in the power of handwriting to empower people to express their uniqueness and to sustain their cerebral faculties. This is why we are committed to supporting the development of cognitive and expressive capacities through handwriting, at all ages.



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**.

OUR CARBON FOOTPRINT TARGET

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.

Our next challenge will be to submit our target to SBTi* and obtain their official validation.

Scope 1



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

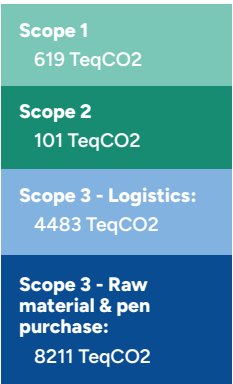
Scope 2



Scope 3



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



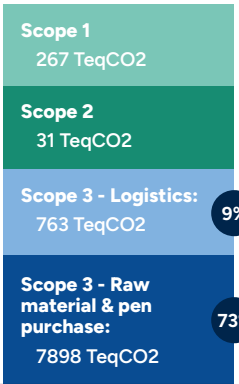
2018
13 413
TeqCO2*

2024 results



2024
8 959
TeqCO2*

-33%



2030

Our target by 2030:

-50%
CO2e emissions

-50%
CO2e emissions of PCE within our scope 1 & 2 in absolute compared with 2018.
✓
target reached in 2024

-50%
CO2e emissions / K€ turnover of PCE within our scope 1, 2, 3 compared with 2018.

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

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, in combination with the pursuit of high quality standards.

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 and reliability standards.
- 02 Develop eco-designed ranges through our 4R policy : Recycled materials, Reduce, Refill, Reclaim.
- 03 Demonstrate transparency on our environmental actions and support climate projects.



SDGs*
related to
this pillar



* Sustainable Development Goals.



write better with less
Eco-designed product offer

COMMITMENT 01/

**pursue high
quality & reliability
standards:
a prerequisite
to ecodesign!**

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.

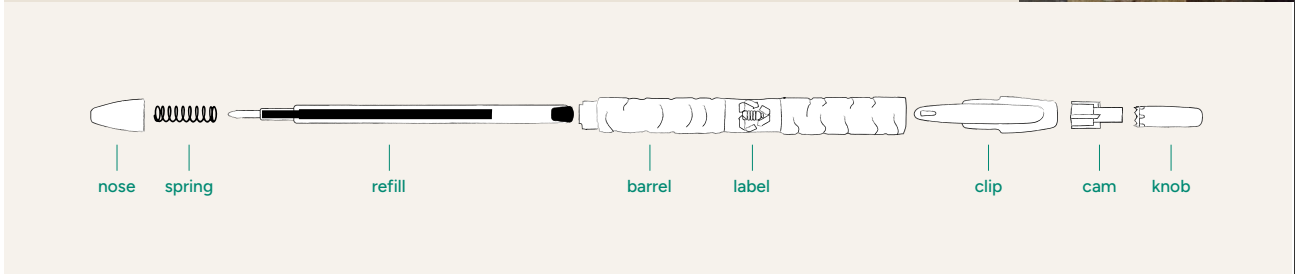


From design to hand

On average, a Pilot pen undergoes **a 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.

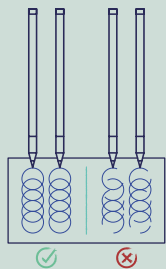
100% of refills made by Pilot Corporation of Europe are tested to guarantee smooth writing.



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 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.



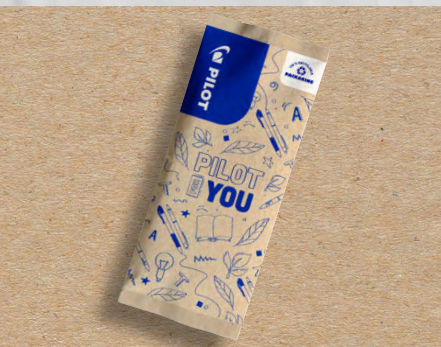
Recycled materials

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

Our best sellers

50%

of our Pilot pens sold
in Europe are made with
at least 50%* recycled
plastic (excluding fine
writing).

G-2

FRIXION^{ball}

FRIXION^{light}



Begreen

In 2006 we launched our
Begreen range: the first range
of pens made from at least:

BEGREEN

All our Begreen ranges are
certified by Japan ECOMARK

70%
recycled plastic*

*excluding refills and non-plastic components.



HOW WE WANT TO GO FURTHER



Raise the bar of recycled content

Our objective is to increase
the % of recycled materials
in our best sellers range such
as G2!



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!



the 1st FriXion made in France & made from recycled plastic bottle!

Eco-designed

- From 82%* rPET post consumer
- Refillable
- No grip
- Made in France
- High quality standard
- 0 plastic packaging

* (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.

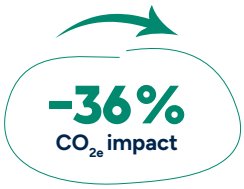
By using recycled materials, Pilot:

- 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





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



Carboard
Acroball blister pack

WHAT WE DO

Since 2010

We have reduced quantities of virgin plastic by using recycled plastic and FSC-certified cardboard.



Since 2021

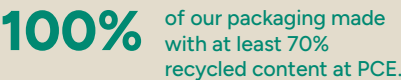
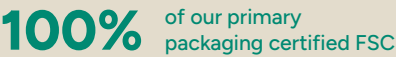
100% of our e-commerce range is packed in FSC paper. All formats of our logistical packaging are adapted to reduce empty space.



HOW WE WANT TO GO FURTHER

Further limit the use of resources in packaging

Our targets by 2027:



Our new product launches will be proposed in cardboard wallet 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.





write better with less
Eco-designed product offer

Refill

extend our pens' *lifespan.*

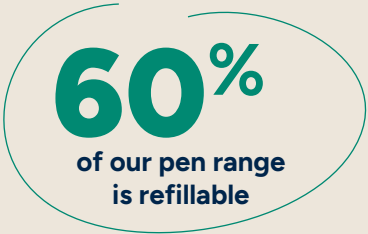
don't bin it, refill it!

the rubbish bin can wait.

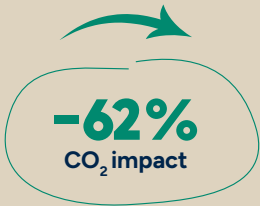
By refilling our pens, end users reduce their CO₂ impact.

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



B2P
Ecoball
from bottle to ocean to pen.



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.

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.

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

It represents...
1.4 tons of plastic
from ocean and rivers
incorporated in more than
10 M B2P pens

The B2P Ecoball
is made from...

92%
recycled
water bottles
and plastics
from the oceans.

*excluding refill and non
plastic components



Pilot Pen Deutschland: Recycling Program

Pilot Pen Deutschland launched a Recycling Program in test, in partnership with TerraCycle. It offers an easy way to support the circular economy by recycling used pens from all brands.

Launched in 2024, the initiative already includes over 1,600 registered collectors and more than 200 public collector points across Germany and Austria, making it accessible for everyone to take part.

Within only 3 months, already
9 tons
of plastic pens have been
collected & recycled.



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 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/

demonstrate
transparency
in our
environmental
actions and
support
climate projects.

Our first objective is to reduce our environmental impacts all along our value chain : by eco-designing our products, by improving our supply chain and reducing our environmental impacts in our plants, etc, but it will never be enough.

WHAT WE DO



Clean Oceans Plastic Bank Worldwide

Pilot Corporation of Europe has decided to contribute to the financing of a certified climate project on renewable energies and additionally supports international ocean protection « Clean Oceans Plastic Bank Worldwide »: for every tonne of CO₂e saved through the contribution via a certified climate project, 10 kg of plastic is collected in coastal regions. This intercepts plastic before it enters the sea and protects sensitive marine ecosystems.

Since 2022,
**5 835 Tons
of CO₂e**
have been financially
supported by Pilot
and around 4,2 tons
of plastic have been
collected.



ClimatePartner

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.

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

22,1
million
pens in 2024.



ClimatePartner
certified product
climate-id.com/MTWEDD



CO₂
measure
reduce
contribute

HOW WE WANT
TO GO FURTHER

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



*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 among our value chain and direct our purchase towards responsible sourcing.
- 02 Assess and minimize the impact of production 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
along our
value chain and
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 along 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.

71%

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

Promote partnerships relations

We work closely with our suppliers and favor longterm relations with our suppliers. We prefer to select local suppliers.



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.

53%

of our packaging operations are undertaken by persons with disabilities (APEI + MESSIDOR)

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 ask our suppliers to sign our responsible purchasing charter.

65%

In 2023,

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. Today, our recycled rate is at 84%.

Between
2018
and
2024:

-20%
quantity of
waste
by-products



Recycled
materials

67%

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 took the commitment to reduce local CO2 Impact by -40% in 2025 vs. 2019. In 2023 already -33% reduction has been achieved. PPD also switched from standard lightning to LED lightning at Reinbek site (office and warehouse), to reduce electricity consumption.

In addition, 100% of PPD energy consumption comes from renewable sources.

The fleet also includes full electric and hybrid cars ; and the office is also currently working on ISO14001 certification.



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.

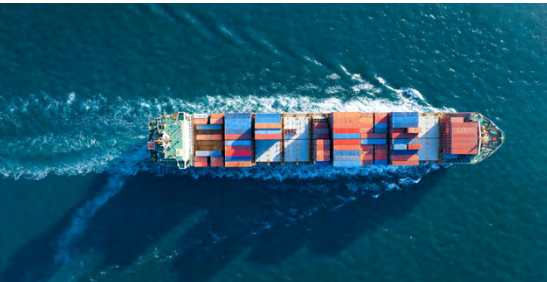
This initiative is part of PPF's ongoing commitment to reducing its environmental footprint and encouraging employees to adopt greener transportation options.



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.

In 2024, our upstream and downstream transportation represents 9% of our global Greenhouse gaz 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 2024
we emitted almost

10 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.

In 2024,
70%

of our containers are transported by barge/rail, as against 52% in 2022.

Pilot renewed its partnership with BMV a local logistics partner. It marks an important step towards more responsible logistics thanks to the introduction of a lorry running on 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. Creating the right conditions for professional fulfilment in their job and life at PILOT, uniting them around a warm and purposeful corporate culture, making

them active players in our CSR commitments: all these are major priorities of PILOT. Hand-in-hand, we work every day to maintain and improve conditions for writing down our innovative and sustainable world.

At Pilot, we are committed to grow better together:

- 01 **Grow through respect:** provide the right working conditions for the personal and professional fulfilment of all our employees.
- 02 **Grow through improvement:** nurture talents and provide opportunities to develop skills and professional careers.
- 03 **Grow through actions:** encourage employees to contribute to our environmental and societal commitments through practical initiatives.



SDGs* related to this pillar

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

* Sustainable Development Goals.



write better together
Social commitment

COMMITMENT 01/

grow through
respect:

provide the right working
conditions for the personal &
professional fulfilment of all
our employees.

At PILOT, we believe in the talent of our collaborators and the power of our culture to drive performance and meet our CSR commitments. Creating an appropriate working environment is our priority, in order to allow employees to express their full potential.



WHAT WE DO



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, to communicate and promote a vision that integrates all diversities for a better life together. 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!



Working conditions
and environment

We endeavor to provide optimum conditions which are conducive to efficiency including:

- ➔ Provide good social security coverage for our employees and their families, and improve access to quality care for all our employees.
- ➔ Maintaining a constructive dialogue with social partners through regular consultations with employee representatives.
- ➔ Ensuring a good work-life balance : PILOT offers flexible work patterns (home office, part-time arrangements...).



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: Respecting People, Acting with Integrity, and Minimizing our Impact on the Environment.

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.



HOW WE WANT TO GO FURTHER



Reinforce our Diversity,
Equity and Inclusion policy

In 2024, 9,6 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*.

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



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

COMMITMENT 01/

grow
through
respect:

Health and
Safety focus.



WHAT WE DO



3P Policy

Plan:

Implement the necessary actions to eliminate or reduce the risks

Prevent:

Prevent the professional risks with safety trainings and with Safety Equipment

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 strenght and point of progress for the coming years.

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



Muskulo-skeletal
disorder prevention

Pilot work 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%

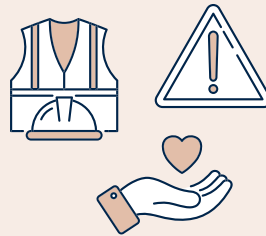
of new employees
have a health and
safety training.



KPI

In 2024,
Accident
frequency rate:
11,11

Gravity rate:
1,54



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 and
provide employees
with opportunities to
develop their skills and
professional career.

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:

3% of our payroll
in 2024.



Pilot Pen
Deutschland

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



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. Therefore, 100% of
our employees have CSR targets in their
annual reviews.

CSR criterias 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**

HOW WE WANT TO GO FURTHER



Continuously
improve working
conditions

Our objective is to continue
the roll out of GPTW 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.





write better together
Social commitment

COMMITMENT 03/

grow
through
actions

encourage our 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.



40% of our employees
took part in CSR
actions in 2024.

« 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:

23% of employees practice car pooling
(+6pts 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.

And against all odds:

85 kilos of garbage
were collected
in 1 hour!

Action to be repeated,
given the number of
kilos collected...



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.

We also support causes that are particularly important to us as Pink October; we organized detection workshop on-site.



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.



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.

Pilot is passionate about handwriting. Every day, we are committed to the support of handwriting. It is scientifically proven that **handwriting helps to develop and maintain brain capacities and release from emotional burdens.**



by developing & maintaining *cognitive* aptitudes.

From a neuroscientific point of view, handwriting helps to develop and maintain brain capacities.

In this regard, through its pens and handwriting initiatives, PILOT delivers powerful tools for the support of brain health and the lifelong development and maintenance of cognitive capacities.

by enhancing *expressive* abilities.

Handwriting, but also, drawing, DIY leisure & creative activities are considered as a restorative and liberating act, as a form of personal release from emotional burdens.

PILOT's commitment to handwriting also involves helping people to release their emotions and express their creativity and unique self.

We want to contribute to the improvement of personal well-being through the act of writing.



At all ages

At PILOT, we make a point of developing handwriting tools which are adapted to evolving writing needs on a lifelong basis. From pupils and students through to workers, creatives and retirees: our aim is to support everyone in their handwriting activities.



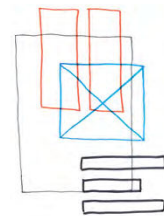


write for well-being
Societal contribution

aaa

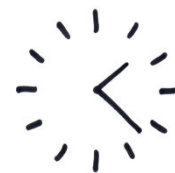
help *learning*
and *memorization*

for better **academic achievement** ⁽¹⁾



structure
thoughts & ideas

for better **problem solving** ⁽²⁾



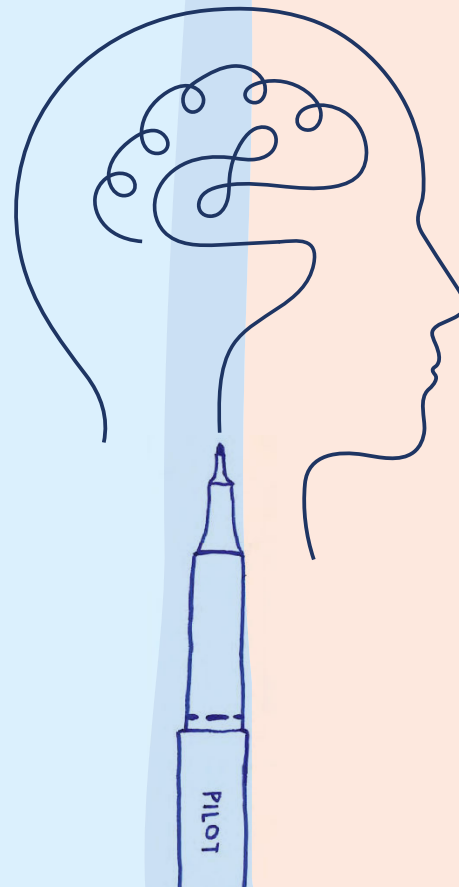
maintain *focus*

for better **productivity** ⁽³⁾

WE SUPPORT
the act of
handwriting

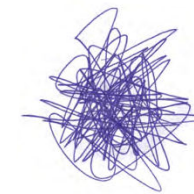
...to improve
cognitive **aptitudes**
and enhance
efficiency.

...to liberate
emotions
and enhance
well-being.



boost *mindfulness*

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



relieve
stress & anxiety

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



strengthen
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*.

Acquisition of reading skills, memorisation, mindfulness, self-expression... the benefits of handwriting are so numerous and yet so little known. At PILOT, we want to spread the word and raise awareness of how handwriting can enhance our brain power, cognitive abilities and well-being.

WHAT WE DO

Combat isolation through handwriting

We are convinced that handwriting strengthens deep connections to each others compared to digital. Handwriting is sending love, emotion to those who count...

We created the program:
«Handwrite for a smile»



HOW WE WANT TO GO FURTHER

Our intention is to develop multi-countries associations partnership around writing a letter towards elderly people mainly but not only.



Handwrite for a smile

THE CONCEPT

Encourage people to **write kind letters to strangers** and spread kindness and emotions thanks to the **power of handwriting**. Our objective is linked to our business: make people write! And make them like it! Feel it!

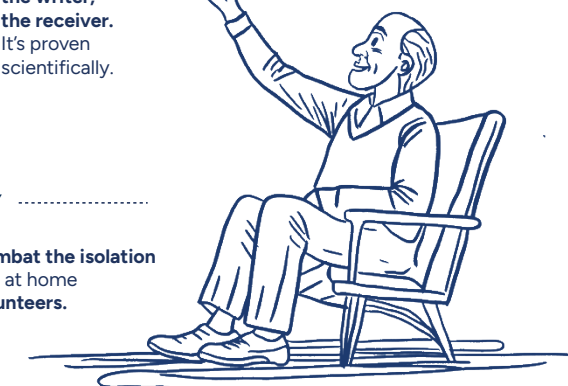
THE OBJECTIVE

Promote
well being

Create
Intergenerational
links

Combat
Loneliness

For **both**
the writer,
the receiver.
It's proven
scientifically.



THE METHODOLOGY

Support an association whose mission is to **combat the isolation** of elderly people in nursing homes and at home by sending them **letters written by volunteers**.



At PCE, with 1 letter 1 smile association, we organized 2 operations... More are coming up soon...



Educational Project on
Handwriting with Students

HR handwriting
animation



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.



Pilot Pen UK:
Make Your Mark

The "Make your mark" campaign is a celebration of our brand values and commitment to providing exceptional writing experiences for generations to come. Today, screens and smartphones are an integral part of our everyday lives, but the act of writing challenges the brain on many different levels and is a key expression of our own individuality. We invited all schools across the UK to take part in a competition. Over 120 teachers downloaded the digital pack, and 125 creative submissions were received. The winners had the chance to see their creations displayed appearing on digital billboards across London (including Charing Cross, Bethnal Green & Chiswick High St) and on Pilot social media and display ad platforms. Congrats to all children!



Pilot Pen France:
Writing contest

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.



Pilot Pen
Deutschland:
Develop specific
materials for
teachers

In Germany, PILOT co-develops and provides pedagogic materials for teachers, in order to support them in the daily promotion of the benefits of handwriting. In 2024, more than 500 schools participated in the annual school competition. 2025 will be dedicated to "the benefits of handwriting".



HOW WE WANT
TO GO FURTHER

As a European leader, our role is to actively enrich and support all communications with schools to encourage the act of writing. By doing so, we aim to instill good habits early on to develop critical thinking skills, which are more than ever major challenges to come.



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

Acting for good usually starts with a pen. PILOT is proud to support various associations (Agence du Don en Nature, Dons Solidaires, and institutions (schools, hospitals) that carry out concrete actions to improve human well-being.

L'AGENCE
DU DON
EN NATURE

144 000 pens
given to NGO in 2024.

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.



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 also a recruiting company and a partner to social and economic public communities (promoting investment, recruitment and economic development...).



HOW WE
WANT TO GO
FURTHER

Partner in
local events

Pursuing our current commitments and placing a special focus on associations, initiatives and donations that support the development of cerebral and expressive abilities.



WRITE AND CELEBRATE

Pilot supported the Red Cross Operation for Christmas. After receiving a gift from a local toy collection (from Pilot employees as well), 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.

WRITE AND LEARN

A partnership between PILOT and Lycée de Berthollet through the association «Alptitude»: 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.



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!*
