



PILOT At A Glance

[English Version]

As of April 2026



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iroshizuku

【色彩雫】

Group Outline

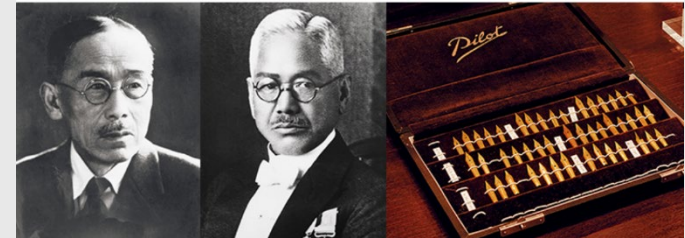
- The main business is the manufacture, purchase and sale of stationery products, including writing instruments, and toys.
- Our writing instruments range from fountain pens to ballpoint pens, mechanical pencils, and markers, and we maintain the world's leading market share in writing instruments.
- Sold in more than 190 countries and regions worldwide.

Regional Segments

(Unit : million yen)

FY2025	Sales	Operating Profit	Operating Profit Margin
Japan	37,456	11,815	31.5%
Americas	38,080	2,518	6.6%
Europe	27,431	1,292	4.7%
Asia	23,422	908	3.9%
Adjustment		114	
Total	126,391	16,649	13.2%

- 1918: Ryosuke Namiki and Masao Wada start the business of manufacturing and selling fountain pens.
- 1926: Opened branches and sales bases in NY, London, Shanghai, and Singapore
- 1927: Began manufacturing and sales of mechanical pencils.
- 1961: Began manufacturing and selling ballpoint pens.
- 1962: Listed on the First Section of the Tokyo Stock Exchange.



- 1972: Pilot Corporation of America established.
- 1980: Launched Hi-Tech Point roller ball pen.



Pilot Corporation of America

- 1987: Pilot Corporation of Europe S.A.S established.

- 1991: Launched Dr. Grip writing instrument with a thick shaft.



- 1994: Launched Hi-Tec C, an ultra-fine ballpoint pen with a 0.3 mm ball.



- 1998: Launched G-2 click-type gel ink pen.



- 2006: Launched the revolutionary FRIXION series, which erases handwriting by changing temperature.



Pilot Corporation of Europe S.A.S

Writing instruments



Fountain pen
CUSTOM



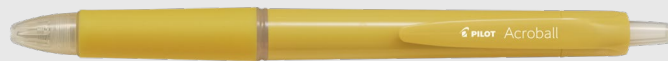
Mechanical pencil
Dr.GRIP



Erasable ink pen
FRIXION^{ball} CLICKER



Gel ink pen
G-2



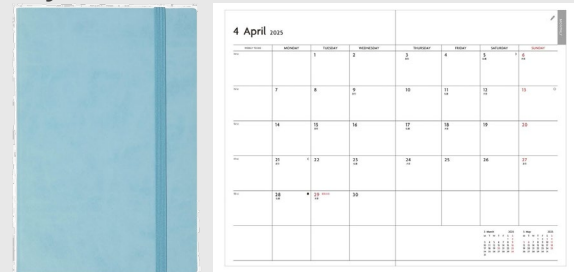
Smooth oil-based ballpoint pen
Acroball

(Unit: million yen)

FY2025	Sales	Proportion
Writing instrument	113,143	89.5%
Non-writing instrument	13,247	10.5%
(Stationery/other)	5,676	4.5%)
(Toys)	4,009	3.2%)
(Industrial materials etc.)	3,561	2.8%)
Total	126,391	100%

Non-writing instruments

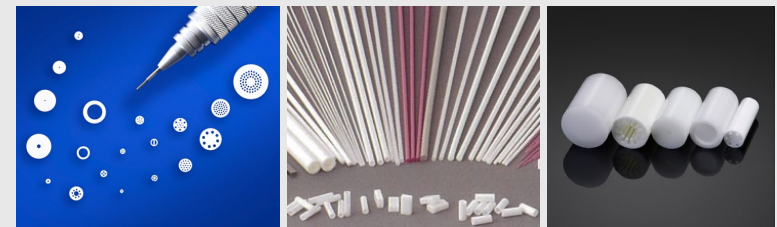
(Stationery)



(Toy)



(Industrial Materials: Ceramics)



Uses: Flow control parts, sensor retainer, semiconductor manufacturing equipment parts, etc.

Fully integrated production in Japan maintains the high quality of "Made in Japan" inks, shafts, etc.

PILOT CORPORATION

Iseaki plant, Hiratsuka plant

PILOT INK

Togo plant, Miyoshi plant, Tsu plant



(Iseaki plant)



(Miyoshi plant)

Developed FRIXION, market-creating products through years of R&D

The FRIXION series, which can be erased by rubbing, uses ink that changes color when the temperature changes. In 1975, we succeeded in developing the basic technology for ink that changes color with temperature change. In 2002, we succeeded in miniaturizing the microcapsules to 2-3 microns, which can be applied to inks for writing instruments. The FRIXION ink's color change temperature range was set from 65 to -20 degree Celsius, and in 2006, it was finally commercialized as a practical writing instrument! Total worldwide sales exceeded 4.7 billion units (as of the end of Dec 2024) !



Maintain high market share globally

- No. 2 in market share in Japan (approx. 22%).
- No. 2 in the U.S. market share (approx. 13%). No. 1 share in the gel ink pen markets.
- No. 2 in share (approx. 13%) in 8 European countries combined. No. 1 in market share in Italy and Spain.

Source: PILOT Corporation

The U.S.

G-2 collects unparalleled reputation and credibility

As a pioneer of retractable gel ink pens, G-2 has gained unparalleled reputation and popularity in the U.S. Pilot meets the needs of consumers by continued sales promotion such as its regular introduction of new colors and limited-edition designs.



G-2

Brazil

Teachers and students have V-BOARD MASTER! Popular products in schools

V-BOARD MASTERS widely used as the cartridge-based system is favored at schools for its affordable cost and thick writing. At Central and South American schools, students also use V-BOARD MASTER since they often bring their own small whiteboards to write answers. Thus, not only teachers but also students use V-BOARD MASTER.



V BOARD MASTER

China

Juice and P-500 and P-700 are popular among students for studying

Owing to the preference for fine, smooth writing for using Chinese Characters, Juice has gained popularity. Particularly in China, the gel ink pens P-500 and P-700 are widely used for exams, and limited edition designs cater to local preferences are sold.



Juice
P-500

India

Water ink pens are one of the most popular pens

Water-based ink ballpoint pens are popular for smooth writing even on the poor quality paper in India. They are especially used by students for essay questions in school tests, as they need to write many letters on the answer sheet.



HI-TECPOINT
V5 HI-TECPOINT

Australia / New Zealand

Jumbo markers are a must-have for sheep farming!

SUPER COLOR jumbo markers have a high sales volume in New Zealand, particularly among sheep farmers who rely on these markers to label storage bags for wool.



**SUPER
COLOR
MARKER**

Europe

Thanks to FRIXION, the classroom scene changed dramatically in Europe

French elementary school students traditionally used fountain pens. Therefore, students used three types of pens: a fountain pen, an ink eraser, and a pen for overwriting. Now, they can easily rewrite with just one FRIXION.



Middle East

Hi-Tecpoint V10 Grip gains popularity and sales of V-BOARD MASTER are on the rise

The Hi-Tecpoint V10 Grip is most popular in East Asia. Through targeted marketing to professionals and government organizations, as well as consistent sampling efforts, we have cultivated a strong reputation. In households where parents are using whiteboards to tutor their children, V-BOARD MASTER has also seen a surge in popularity.



Hi-tecpoint V10 Grip

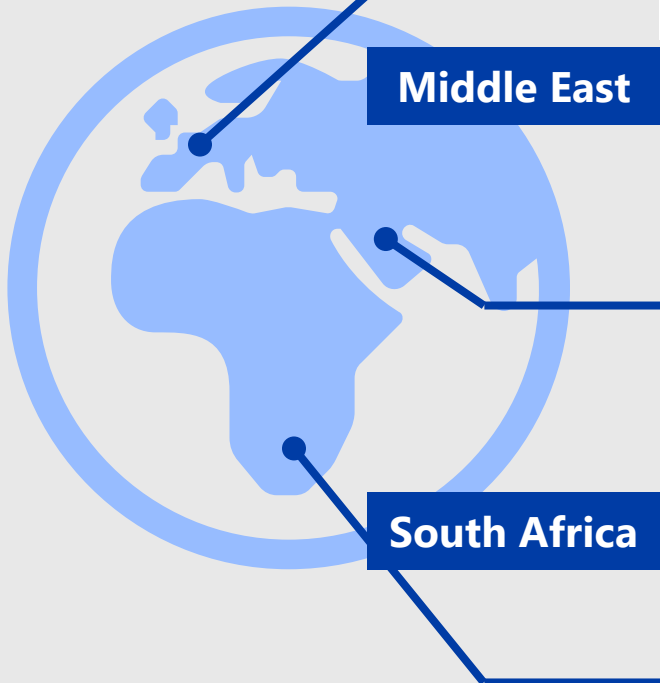
South Africa

G-2 has gained popularity across all generations thanks to its high quality and wide range of colors!

G-2 (0.7mm) has become best seller in South Africa, particularly the black ink type. While G-2 is positioned as a premium product in South Africa, its reputation for superior quality and longevity has made it a top choice among consumers.



G-2





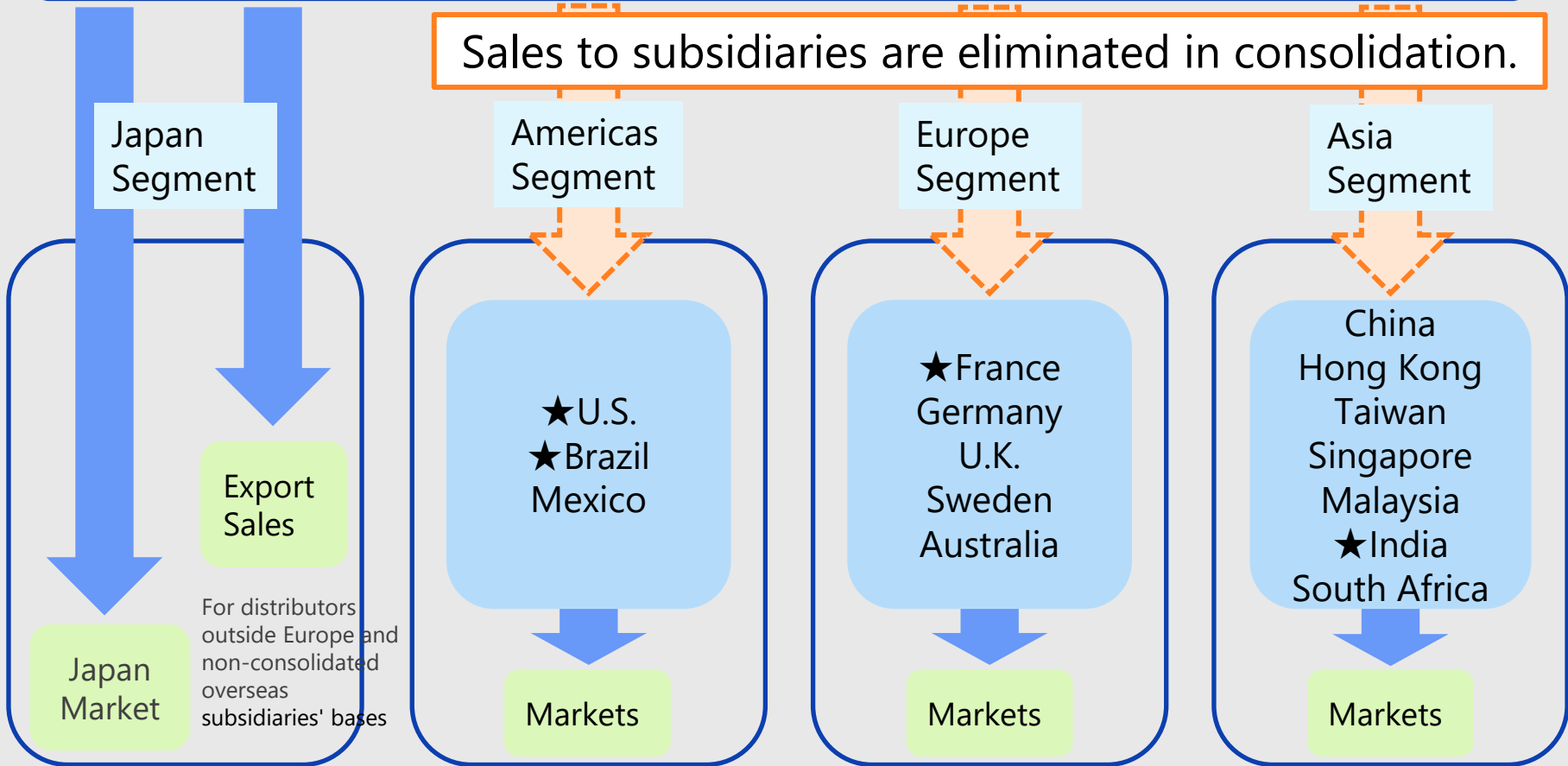
CUSTOM

Business Model

PILOT Corporation

Production  

Sales to subsidiaries are eliminated in consolidation.



 Markets
  mass merchandisers
  retailers
  e-commerce

Subsidiary
★Knock Down mfg. & Sales

Writing Instruments: Business Strategy & Business Period



Business Strategy

The global market for writing instruments will be expected to grow an annual rate of 5%*, as the effects of increased demand due to population growth and rising school enrollment among young people in countries like India exceeded the declining impact of digitization.

*Source: Shared Research, Inc.

- In advanced countries, with declining birthrates and digitalization, large market expansion is not expected, but we will increase unit price and market share with value-added products.
- In emerging countries such as India, the potential market is expected to grow in population, we will build our brand and replace low-priced products with our products.

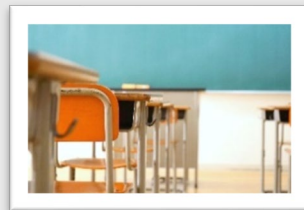
Business Period:

The largest is the back-to-school (BTS) sales season, and the second is the gift season at the year-end.

April enrollment: Japan, India

September enrollment: U.S., Canada, France, U.K., Italy, Spain, China

Sales to mass retailers, etc., boosted at the timing before the BTS season (BTS sales account for approx. 60% of U.S. annual sales and approx. 40% of European annual sales.)



Touch pen for GIGA school

Puni Touch



Launched in Feb. 2024 in Japan.

385 yen (350 yen without tax)



Replacement touch rubber

330 yen

(300 yen without tax)



Collaboration with Wacom Co., Ltd.

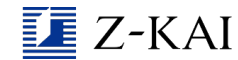


Dr.Grip Digital for WACOM



*Released by Wacom Co., Ltd. in Aug. 2023.

Collaboration with Z-kai Co., Ltd.



Z-kai Co., Ltd.: A major Japanese correspondence education company

Dr.GRIP DIGITAL type AZ01



PILOT provides Dr. GRIP DIGITAL for Z-kai tablets equipped with Wacom's Active ES® (AES) technology.

Through corporate advertising, interviews, and project sponsorship

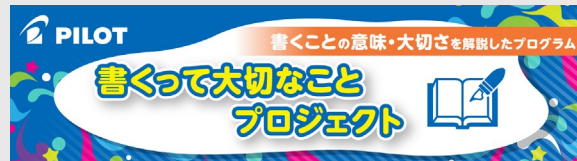
We asked celebrities to talk about the value of handwriting, and their comments were published in newspaper advertisements and on our web media. We are also sponsoring a project called “Writing is Important” to tell elementary school students the importance and significance of writing.

Our Web Media

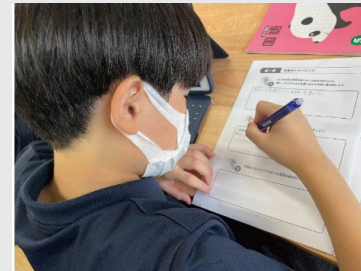
「かく楽しみ」がきっと見つかる！

かく、がスキ

<https://www.pilot.co.jp/media/>



The Project “Writing is Important”



https://www.pilot.co.jp/press_release/2024/04/02/post_130.html



World Trends

While the introduction of digital technology in schools is progressing in Japan, in Europe, where digital technology was introduced early on, there is a movement back to analog education, particularly in Sweden.



The UNN
Updated: January 12, 2025

AP News by CHARLENE PELE
Updated 9:42 AM JST, September 11, 2023



Juice

Purpose/Vision 2030/ 2025-2027 Medium-Term Management Plan

Purpose

Our Creations Inspire Creativity

Vision 2030

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

No. 1 brand in the global writing instrument market

- Expansion of overseas business
- Maintain share of domestic market

Grow with non-writing instrument businesses as the second pillar

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

Offer value to the environment, society, and employees

Contribution to the creation of a sustainable earth and society

- ◆ To achieve our 2030 Vision, we have positioned the period of the Medium-Term Management Plan (2025-2027) as three years of “ceaseless evolution” and will focus on following management tasks.

Positioning
of 2025–2027
Medium-Term
Management Plan

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

Management task (1)

Increasing the global market share of writing instrument business

Management task (2)

Reinforcing the structure of non-writing instrument businesses

Management task (3)

Finding new alliance partners

Management task (4)

Driving sustainable management of the Group

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

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

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

Management
tasks to focus
our efforts on