(Translation)

ARTICLES OF INCORPORATION

As of 1st July 2026

PILOT CORPORATION

2-6-21 Kyobashi, Chuo-ku, Tokyo 104-8304 Japan

March 2001	Approved by each ordinary general meeting of Pilot Corporation, The Pilot Ink Co., Ltd. and The Pilot Precision Co., Ltd.
4th January 2002	Came into effect.
2nd April 2002	Amended the parts of the Articles of Incorporation by request and due to the revision of the Commercial Code of Japan.
28th March 2003	Amended the parts of the Articles of Incorporation by request and due to the revision of the Commercial Code of Japan.
1st July 2003	Amended the parts of the Articles of Incorporation by merger.
30th March 2004	Amended the parts of the Articles of Incorporation.
30th March 2005	Amended the parts of the Articles of Incorporation.
30th March 2006	Amended the parts of the Articles of Incorporation.
29th March 2007	Amended the parts of the Articles of Incorporation.
1st January 2008	Amended the parts of the Articles of Incorporation.
28th March 2008	Amended the parts of the Articles of Incorporation.
27th March 2009	Amended the parts of the Articles of Incorporation.
22nd February 2013	Amended the parts of the Articles of Incorporation. (Came into effect on 1st July 2013.)
28th March 2013	Amended the parts of the Articles of Incorporation. (Came into effect on 1st July 2013.)
1st July 2013	Amended the parts of the Articles of Incorporation.
27th March 2015	Amended the parts of the Articles of Incorporation.
1st July 2015	Amended the parts of the Articles of Incorporation.
30th March 2022	Amended the parts of the Articles of Incorporation.
1st July 2026	Amended the parts of the Articles of Incorporation.

ARTICLES OF INCORPORATION
OF
PILOT CORPORATION

CHAPTER I. General Provisions

Article 1. (Corporate Name)

This Company shall be called "Kabushiki Kaisha Pilot Corporation," which shall be expressed in English as "PILOT CORPORATION".

Article 2. (Business Purpose)

1. The Company intends to control, manage and conduct the following businesses by holding the shares of the companies, which undertake the following businesses:
   (1) Manufacturing, sales, import and export of fountain pens, mechanical pencils, ball point pens, marking pens, ink, literary tools, toys, office equipment such as staplers, office furniture such as white board and accompanying accessories, paper products such as notebooks, ceramics, lacquered wares and smoking supplies.
   (2) Improvement of surface finishing for (1) above.
   (3) Manufacturing of precious metals such as rings and the improvement, sales, import and export of jewels.
   (4) Manufacturing, sales, import and export of printer's ink, printer's varnish, pigment, coating compositions, dyes and materials for various printing decoration processes.
   (5) Manufacturing, sales, import and export of synthetic resin and synthesized fiber.
   (6) Improvement of surface finishing for (5) above.
   (7) Sales, import and export of handicraft items, daily necessities and miscellaneous goods, carpenter's kits, kitchen equipment, bedclothes, clothing, sporting goods, bicycles, health appliances and emergency supplies.
   (8) Manufacturing, sales, import and export of magnetic display cards and display boards, industrial machinery such as electronic neon lighting, fluid furnishing implements, precision measuring equipment such as screen printers for printed-circuit boards, printing machinery, printing peripherals and parts, consumable goods such as belts and tubing for such machinery.
   (9) Manufacturing, sales, import and export of prosthetic and filling appliance for dentistry medical, special ceramics for medical appliance and various ceramics such as connecting parts of optical networking.
   (10) Manufacturing, processing and sales of house furnishings and fixtures, and construction work.
   (11) Manufacturing, import and export of building materials.
   (12) Manufacturing, sales, import and export of communication and wireless communication equipment, electronic machinery, computer, computer peripherals and

parts and consumable goods for computers such as ribbons.

(13) Design, manufacturing and sales of various computer systems and computer software.

(14) Offer correspondence course for penmanship, publishing the textbooks on the said course and manufacturing and sales of tape cassettes on the said course.

(15) Manufacturing, sales, import and export of educational publications and equipment.

(16) Manufacturing, sales, import and export of aromatic materials, deodorant/ deodorant materials and cosmetics.

(17) Sales, import and export of food, alcoholic drinks, soft drinks and garden plants.

(18) Nonlife and life insurance agent.

(19) Lease and management of real estate.

(20) Operating of coffee houses.

(21) Management of Writing Instrument Museum.

(22) Planning and management of exhibition.

(23) Collection, planning and sales of the information and materials on promotion and product development.

(24) Sales of museum-developed goods and related museum publications.

(25) Lease of space for parties.

(26) Manufacturing, improvement, repair and sales of electric machinery and equipment for household use and for industrial use, peripheral unit and parts and consumable goods.

(27) Repair and sales of antiques.

(28) Advertising, information processing and information supplement service related to (1), (13), (14), (25) and (27) above.

(29) Management and operation of distribution centre, and sorting and packing services by contract.

(30) Freight agency incidental to maritime and land transportation.

(31) Warehousing business.

(32) Leasing warehouses.

(33) Customs services.

(34) Any and all other businesses related and incidental to the foregoing.

2. The Company shall provide management consultants.
3. The Company shall provide any and all other businesses related and incidental to the foregoing.

Article 3. (Location of Head Office)

The Company shall have its head office located in Chuo-ku, Tokyo.

Article 4. (Organization)

In addition to the general meeting of shareholders and Directors, the Company shall have the following organizations:

(1) Board of Directors

(2) Audit & Supervisory Committee
(3) Financial Auditor

Article 5. (Method of Public Notice)

The method of public notices by the Company shall be electronic public notices. Provided, however, that in case electronic public notices are impracticable due to any accident or any other unavoidable reason, the Company shall give its public notices by publishing in the Nihon Keizai Shimbun.

CHAPTER II. Shares

Article 6. (Total Number of Shares Authorized to be Issued by the Company)

The total number of shares authorized to be issued by the Company shall be 440,000,000 shares.

Article 7. (Number of shares per unit)

The number of shares constituting one unit of the Company shall be 100 shares.

Article 8. (Rights for shares less than one unit)

Shareholders less than one unit of the Company may not exercise any rights other than those listed below.

(1) Rights listed in each item of Article 189, Paragraph 2 of the Companies Act
(2) Right to request acquisition of shares with acquisition right
(3) Right to receive allotment of offered shares or offered stock acquisition rights

Article 9. (Administrator of Shareholder Registry)

1. The Company shall have administrator of shareholder registry.
2. The administrator of shareholder registry and its office shall be appointed by resolution at the Directors' Board meeting and the Company shall make a public notice.
3. Preparation and storage of the shareholder registry and stock acquisition rights master record of the Company and other affairs relating to the shareholder registry and stock acquisition rights master record shall be entrusted to the administrator of shareholder registry and shall not be handled by the Company.

Article 10. (Record Date)

1. The Company's shareholders with voting rights who are enrolled or recorded in the Registers of Shareholders on the last day of the Company's business term (including the substantial shareholders, hereinafter treated the same), shall execute their rights at the ordinary general meeting of shareholders with respect to such business term.
2. Other than that specified in the preceding paragraph and these articles of incorporation,

whenever necessary, by advance public notice previously resolved at the meeting of the Board of Directors, the Company shall treat the shareholders, who are enrolled or recorded in the Registers of Shareholders as the pledged shareholders and of the ledger of fractional shares at the specific day, as having shareholder execution rights.

Article 11. (Share Handling Regulations)

The procedures for exercising shareholder rights of the Company and the handling of shares or stock acquisition rights and the fees thereof shall be governed by the Share Handling Regulations stipulated by the Board of Directors in addition to those stipulated by laws and regulations or these Articles of Incorporation.

CHAPTER III. General Meeting of Shareholders

Article 12. (Convening)

The ordinary general meetings of shareholders of the Company shall be convened in March every year, and the extraordinary general meetings of shareholders may be convened whenever necessary.

Article 13. (Chairman)

1. Except as otherwise stipulated in the provisions of law, the general meetings of shareholders shall be convened by the President-Director in accordance with a resolution of the Board of Directors, and he/she shall act as chairman at such meetings.
2. In the event that the President-Director is prevented from presiding at the meeting, another one of the Directors shall take his/her place by an order previously determined by the Board of Directors.

Article 14. (Measures for Providing Information in Electronic Format, Etc.)

1. When the Company convenes the general meeting of shareholders, it shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.
2. Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who have requested the delivery of paper-based documents by the record date of voting rights.

Article 15. (Method of Resolutions)

1. Resolutions at a general meeting of shareholders shall be made by majority of the votes of shareholders present, unless otherwise provided for by laws and ordinances or by these articles of incorporation.

2. Notwithstanding the conditions of the preceding paragraph, the resolution in accordance with Article 309, Paragraph 2 of the Companies Act, the presence of shareholders representing at least one-third (1/3) of the total number of votes of all shareholders is required, and resolution shall be decided by more than two-thirds (2/3) of the votes.

Article 16. (Voting by Proxy)

A shareholder may appoint another shareholder holding voting rights as his/her attorney who may exercise the first-mentioned shareholder's vote by proxy. In this case, the shareholder or attorney has to submit a document evidencing his/her authority to the Company by the time of each shareholders meeting.

CHAPTHR IV. Directors and Board of Directors

Article 17. (Number of Directors)

1. The number of Directors (excluding Directors who are Audit & Supervisory Committee Members) of the Company shall be twelve (12) or less.
2. The number of Directors who are Audit & Supervisory Committee Members of the Company shall be six (6) or less.

Article 18. (Method of Election)

1. Directors shall be elected at the general meeting of shareholders, distinguishing between those who are Audit & Supervisory Committee Members and those who are not Audit & Supervisory Committee Members.
2. The Directors shall be decided by majority vote with attendance of shareholders representing at least one-third (1/3) of the total number of votes of all shareholders.
3. No cumulative voting shall be used in the election of Directors.

Article 19. (Term of Office)

1. The term of office of Directors (excluding Directors who are Audit & Supervisory Committee Members) shall expire at the conclusion of the annual general meeting of shareholders relating to the last fiscal year ending within one (1) year after their election.
2. The term of office of Directors who are Audit & Supervisory Committee Members shall expire at the conclusion of the annual general meeting of shareholders relating to the last fiscal year ending within two (2) years after their election.
3. The term of office of Directors who are Audit & Supervisory Committee Members who are elected as the substitutes for Directors who are Audit & Supervisory Committee Members who retired before the expiration of their term of office shall expire at the expiration of the term of office of the retired Directors who are Audit & Supervisory Committee Members.
4. The effective term of a resolution for the election of substitute Audit & Supervisory Committee Members elected pursuant to Article 329, paragraph 3 of the Companies Act shall expire at the beginning of the annual general meeting of shareholders relating to the last fiscal year ending within two (2) years after their election unless shortened by such

resolution.

Article 20. (Convocation of Board of Directors Meetings)

1. Meetings of the Board of Directors shall, except as otherwise provided for by the laws and ordinances, be called by the President-Director and he/she shall act as chairman of the board meeting.
2. In the event that the President-Director is prevented from presiding at the meeting, another one of the Directors shall take his/her place in an order previously determined by the Board of Directors.
3. Notice of convocation of a Board of Directors meeting shall be given to each Director at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgent necessity.
4. A Board of Directors meeting may be held without following the procedures for convocation if all Directors agree to hold such meeting.

Article 21. (Authority of Board of Directors)

In addition to the matters provided for by the laws and ordinances or by these articles of incorporation, the Board of Directors shall decide the important matters with respect to the conduct of affairs of the Company.

Article 22. (Omission of Resolutions of the Board of Directors)

The Company shall be deemed to have passed a resolution of the Board of Directors when it meets the requirements of Article 370 of the Companies Act.

Article 23. (Representative Director and Directors with Title)

1. The Board of Directors shall appoint Representative Director from among Directors (excluding Directors who are Audit & Supervisory Committee Members) by its resolution.
2. The Board of Directors may, by its resolution, appoint one (1) President and Director from among Directors (excluding Directors who are Audit & Supervisory Committee Members).
3. The President-Director shall manage all of the business of the Company. In the event that the President-Director is prevented from managing the business, another one of the Directors shall take his/her duty by way of an order previously determined by the Board of Directors.

Article 24. (Regulations concerning the Board of Directors)

In addition to the matters provided for by the laws and ordinances or by these articles of incorporation, the matters related to the Board of Directors shall confirm to the Regulations concerning the Board of Directors determined by the Board of Directors.

Article 25. (Delegation of Decisions on Important Business Execution)

Pursuant to the provisions of Article 399-13, paragraph 6 of the Companies Act, the Company may, by a resolution of the Board of Directors, delegate the decisions on important business execution (excluding the matters listed in the items of paragraph 5 of the same Article) to Directors.

Article 26. (Remuneration, Etc.)

Remuneration, bonuses, and other economic benefits received from the Company in consideration for the execution of duties by Directors shall be determined by resolution of the general meeting of shareholders, distinguishing between Directors who are Audit & Supervisory Committee Members and Directors who are not Audit & Supervisory Committee Members.

Article 27. (Limitation of Liability of Outside Directors)

Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company may conclude a contract with an outside Director to limit liability for damages caused by neglect of duties. However, the maximum amount of liability based on the contract shall be the amount stipulated by law.

CHAPTER V. Audit & Supervisory Committee

Article 28. (Convocation of Audit & Supervisory Committee Meetings)

1. Notice of convocation of an Audit & Supervisory Committee meeting shall be given to each Audit & Supervisory Committee Member at least three (3) days prior to the date of the meeting. However, this period may be shortened in case of urgent necessity.
2. An Audit & Supervisory Committee meeting may be held without following the procedures for convocation if all Audit & Supervisory Committee Members agree to hold such meeting.

Article 29. (Authority of the Audit & Supervisory Committee)

The Audit & Supervisory Committee shall decide matters relating to the execution of duties by Audit & Supervisory Committee Members in addition to matters specifically provided for by laws and regulations or these Articles of Incorporation.

Article 30. (Standing Audit & Supervisory Committee Members)

The Audit & Supervisory Committee may, by its resolution, appoint Standing Audit & Supervisory Committee Members.

Article 31. (Audit & Supervisory Committee Rules)

Matters relating to the Audit & Supervisory Committee shall be governed by the Audit & Supervisory Committee Rules established by the Audit & Supervisory Committee, in addition to laws and regulations or these Articles of Incorporation.

CHAPTER VI. Accounting

Article 32. (Business Year)

The business year of the Company shall start on the first day of January of each year and end on the last day of December of the same year.

Article 33. (Determining Body for Dividends of Surplus)

Unless otherwise provided by law, the Company shall determine the matters stipulated in each item of Article 459, Paragraph 1 of the Companies Act, such as dividends of surplus, by a resolution of the Board of Directors without a resolution of a general meeting of shareholders.

Article 34. (Record Date for Dividends of Surplus)

1. The record date for the year-end dividends of the Company shall be December 31st of each year.
2. The record date for the interim dividends of the Company shall be June 30 every year.
3. In addition to the preceding two paragraphs, surplus can be distributed by setting a record date.

Article 35. (Exclusion Period of Dividends)

In the event the dividend property is monies, the Company shall be exempted from the obligation to pay if it is not received within 3 years from the date of commencement of payment.

CHAPTER VII. Takeover Defense Measures

Article 36. (Response Policy Regarding Large-scale Purchase Activities)

By a resolution of the Board of Directors, the Company may establish a response policy (hereinafter referred to as "Response Policy") regarding large-scale purchases of the Company's shares as a takeover defense measure. When the Board of Directors establishes a Response Policy, approval must be obtained by a resolution of the ordinary general meeting of shareholders held for the first time thereafter.

Article 37. (Contents of Stock Acquisition Rights)

The Board of Directors may stipulate the following matters as the content of the stock acquisition rights when it intends to solicit persons to take over the stock acquisition rights to be issued or when it makes a gratis allotment of stock acquisition rights.

(1) Exercise of the stock acquisition rights by a person specified in the Response Policy (hereinafter referred to as "Acquirer, etc.") shall not be permitted.

(2) When the Company decides to acquire a part of the stock acquisition rights, it shall be possible to acquire only the stock acquisition rights owned by the stock acquisition rights holders excluding the Acquirer, etc.

Supplementary Provisions

Article 1. (Transitional Measures Concerning Liability Limitation Agreement for Outside Audit & Supervisory Board Members)

With respect to the agreement to limit the liability for damages under Article 423, paragraph (1) of the Companies Act concerning the acts of Outside Audit & Supervisory Board Members (including those who used to be Outside Audit & Supervisory Board Members) prior to the conclusion of the 20th Annual General Meeting of Shareholders, the provisions of Article 35 of the Articles of Incorporation prior to the amendment by the resolution of the said Annual General Meeting of Shareholders shall still apply.