

Financial Results of FY Dec. 2024

(YTD 12 months - January to December)

Pigeon Corporation

Norimasa Kitazawa

President and CEO

February 14, 2025

Celebrate babies the way they are



FY December 2024 (FY 68th)

| | |
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Agenda

Review of the FY Dec. 2024 Results

Update of Pigeon's Philosophy

We have established the "Pigeon Group DNA and Pigeon Way" as our philosophy, which each and every employee values. We will continue to promote our business with the aim of realizing our "purpose" and continuously increasing our corporate value.

Pigeon Group DNA

The core of Pigeon Group throughout its history and into the future

Corporate Philosophy

The essence and core of our company

Love

Pigeon group's products and services embody the idea of "Love."
Just as a mother's love forms the foundation of how she cares for her child, we must uphold that idea in everything we do.

Credo

Our fundamental belief based on the corporate philosophy

Only love can foster love

Pigeon Way

Our reason for being in society and the cornerstone of all our activities which embodies our "heart and soul"

Purpose

We want to make the world more baby-friendly by furthering our commitment to understanding and addressing babies' unique needs

Spirit

- Pursuing Our Purpose -

Integrity

We will earn the trust of our stakeholders through honesty, openness, and accountability in everything we do.

Dedication

We will identify the essential challenges facing society, build products and solutions reflecting our vision and embrace new approaches with agility and enthusiasm.

Synergy

We will unite as a company to create greater value, inspiring each other to new heights of excellence through spirited debate over how we can help build the future.

Enjoy

We will pursue work that is meaningful and resonates with our customers.

FY Dec. 2024 Results - Consolidated P&L (12 months)

- Achieved the full-year forecast for the first time in seven fiscal years.
- Achieved double-digit growth in both sales and profit YoY, favorable impact of FX rates.
- Despite a significant increase in SG&A expenses YoY due to thorough investment in growth in mainland China, the company was able to keep SG&A expenses within the plan and achieved the annual forecast for operating income.

| Unit: Million JPY | Dec. 2023 | | Dec. 2024 Forecast | | Dec. 2024 | | | |
|---|-----------|------------|--------------------|------------|-----------|------------|------------|-------------|
| | Actual | % of Total | Forecast | % of Total | Actual | % of Total | YoY Change | vs Forecast |
| Net Sales | 94,461 | 100.0% | 101,000 | 100.0% | 104,171 | 100.0% | 110.3% | 103.1%) |
| Cost of Sales | 49,008 | 51.9% | 50,200 | 49.7% | 52,799 | 50.7% | 107.7% | 105.2% |
| Gross Profit | 45,452 | 48.1% | 50,800 | 50.3% | 51,372 | 49.3% | 113.0% | 101.1% |
| SG&A Expenses | 34,726 | 36.8% | 39,400 | 39.0% | 39,233 | 37.7% | 113.0% | 99.6% |
| Operating Income | 10,726 | 11.4% | 11,400 | 11.3% | 12,139 | 11.7% | 113.2% | 106.5% |
| Ordinary Income | 11,522 | 12.2% | 11,400 | 11.3% | 13,282 | 12.8% | 115.3% | 116.5% |
| Net Income Attributable to Owners of Parent | 7,423 | 7.9% | 7,600 | 7.5% | 8,371 | 8.0% | 112.8% | 110.1% |

[Currency Rates] 2024 Results: US\$1 = JPY 151.48 CNY1 = JPY 21.04
2024 Forecast: US\$1 = JPY 135.00 CNY1 = JPY 19.50
2023 Results: US\$1 = JPY 140.58 CNY1 = JPY 19.83

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FY Dec. 2024 Results - By Business Segment (12 months)

- Driven by Overseas business. Sales and income increased in China, Singapore and Lansinoh businesses, partly favorable impact of FX rates. Sales and income down in Japan business, but sales up in baby care.

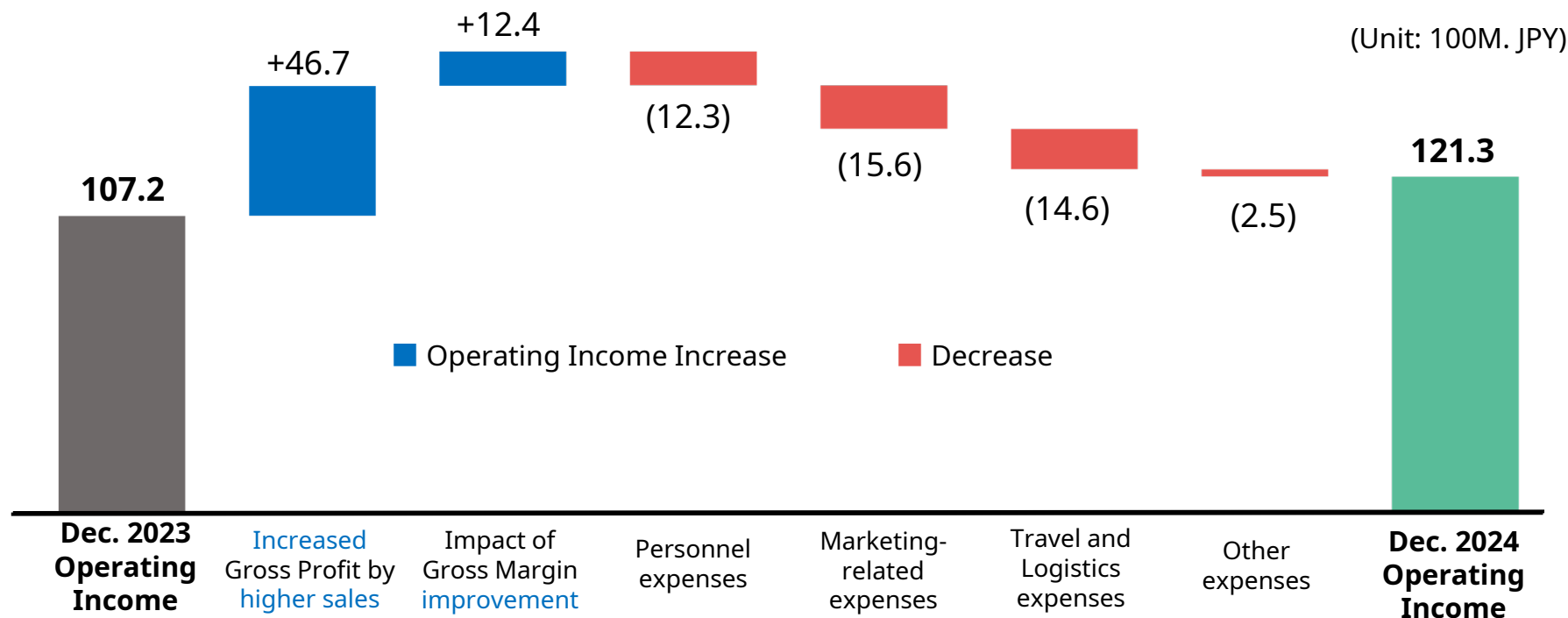
| Unit: Million JPY | Dec. 2023 Actual | | | | Dec. 2024 Actual | | | | |
|---|------------------|------------|--------------|----------------|------------------|------------|------------|--------------|----------------|
| | Net Sales | % of Total | Gross Margin | Segment Profit | Net Sales | % of Total | YoY Change | Gross Margin | Segment Profit |
| Consolidated Net Sales | 94,461 | 100.0% | 48.1% | 10,726 | 104,171 | 100.0% | 110.3% | 49.3% | 12,139 |
| Japan Business | 36,865 | 39.0% | 33.7% | 2,006 | 36,500 | 35.0% | 99.0% | 32.8% | 1,998 |
| China Business | 33,045 | 35.0% | 53.8% | 8,858 | 39,027 | 37.5% | 118.1% | 56.0% | 10,066 |
| Singapore Business | 13,085 | 13.9% | 37.9% | 1,235 | 14,277 | 13.7% | 109.1% | 40.2% | 1,668 |
| Lansinoh Business | 18,480 | 19.6% | 54.9% | 1,453 | 21,430 | 20.6% | 116.0% | 55.1% | 1,731 |
| Elimination of inter-segment transactions | (7,016) | (7.4%) | — | — | (7,064) | (6.8%) | — | — | — |

▼[Reference] Breakdown of Japan Business

| Unit: Million JPY | Dec. 2023 Actual | | | | Dec. 2024 Actual | | | | |
|---------------------|------------------|------------|--------------|----------------|------------------|------------|------------|--------------|----------------|
| | Net Sales | % of Total | Gross Margin | Segment Profit | Net Sales | % of Total | YoY Change | Gross Margin | Segment Profit |
| Baby Care | 26,238 | — | 38.2% | 2,278 | 26,760 | — | 102.0% | 36.4% | 1,989 |
| Childcare Services | 3,447 | — | 15.9% | 208 | 3,364 | — | 97.6% | 13.8% | 122 |
| Health & Elder Care | 5,005 | — | 31.1% | 464 | 4,400 | — | 87.9% | 34.7% | 405 |

FY Dec. 2024 Results - Change in Operating Income (YoY)

- While gross profit increased due to higher revenues, marketing-related expenses increased significantly due to thorough investment in growth in mainland China.
- Operating income increased 1.41 billion yen YoY due to efficient use of SG&A expenses for the group as a whole.



FY Dec. 2024 Results - Balance Sheet

- Inventories decreased from the end of the previous fiscal year by Company-wide efforts.
(the increase was due to the effect of foreign exchange rates)

| Unit: Million JPY | End of Dec. 2023 | End of Dec. 2024 | | | |
|---|------------------|------------------|---------------------|----------------|---|
| | Actual | Actual | YoY Change (Amount) | YoY Change (%) | YoY Change (Amount) w/o impacts of FX rates |
| Cash and Deposits | 34,357 | 39,201 | +4,843 | 114.1% | 2,316 |
| Notes and Accounts Receivable-Trade | 14,412 | 18,392 | +3,979 | 127.6% | 2,826 |
| Inventories | 13,535 | 14,012 | +476 | 103.5% | (499) |
| Notes and Accounts Payable-Trade | 3,643 | 5,195 | +1,552 | 142.6% | 1,277 |
| Electronically Recorded Obligations - Operating | 1,365 | 369 | (996) | 27.0% | (996) |
| Borrowings | 76 | — | (76) | — | — |
| Net Assets | 81,087 | 84,607 | +3,520 | 104.3% | (630) |
| Total Assets | 100,440 | 108,308 | +7,868 | 107.8% | 1,519 |
| Equity Ratio | 77.2% | 74.9% | — | — | — |

FY Dec. 2024 Results - Business Summary By Segment

*Sales: Sell-in on a local currency basis

Japan Business

Sales and income down due to exclusion of Pigeon Manaka from consolidation and soaring COGS due to yen depreciation, despite strong baby care sales

- Q4 YTD sales of baby care business increased 2.0% YoY. Sales growth was achieved by strengthening existing areas and nurturing new categories, despite a decline in the number of births.
- Q4 YTD sales of nursing bottles/nipples increased 1.3% YoY, maintaining dominant market share even after multiple price revisions in Yr 2023.
- Baby skincare was affected by ALPS treated water, and overseas demand, including exports and cross-border EC, remained weak throughout the year.
- The new category of baby care appliances contributed significantly to the growth of baby care, and sales of electric nail files, which were launched in August, were also strong.
- A limited edition of 300 units of "Bonyu-Jikkan Bone China bottle" made in Japan, jointly developed with Narumi, a high-end Western tableware manufacturer, was launched in December.
- Q4 YTD Gross margin of Baby Care deteriorated by 1.8 pt YoY due to the impact of higher COGS reflecting the weaker Japanese yen throughout the year.
- Net sales of Health & Elder Care declined ¥600 Million YoY due to the deconsolidation of Pigeon Manaka Corporation which provides nursing care services (the impact on profit was minor).

New area: Babycare appliances Launched "Baby Electric Nail File" in August



Strengthening of Existing areas Capturing changes in lifestyles and in existing areas Diverse new products introduced throughout the year



FY Dec. 2024 Results - Business Summary By Segment

*Sales: Sell-in on a local currency basis

China Business

Sales recovered due to successful brand exposure and thorough reinforcement of communication. Achieved double-digit increase in sales and profit from the previous fiscal year

- Q4 YTD sales of mainland China (CNY) ended at +11% YoY. Q4 alone: +89% YoY, steady recovery from the impact of last year's ALPS treated water issue.
- Q4 YTD sales of bottles/nipples increased by more than 20% YoY driven by new products such as natural weaning series and enhanced brand exposure.
- Q4 YTD sales of skincare grew by 7% YoY. Steady recovery from the sharp drop in sales due to the impact of ALPS treated water in the 2H of last year.
- "Double-Eleven shopping week" period: Significant growth YoY particularly at our core online channels. our T-mall flagship store became the first single store to achieve more than 100 million yuan in GMV.
- Q4 YTD sellout grew by 18% YoY with EC up 24% YoY and offline down 0.3%. Q4 YTD EC ratio is 77%.
- Market share of bottle/nipple recovered steadily from last year's sharp decline in market share due to the impact of ALPS treated water.
- Q4 YTD gross margin of the China business (JPY) improved by 2.2 pt YoY due to an increase in the sales composition of high-margin bottle/nipple products. Segment profit margin remained high at 25.8% despite a large increase in investment for growth.

Strengthening of Existing areas

Launched a number of new products in core categories



New area: Age-Up products

Strengthening sales in both offline and e-commerce



Double-Eleven Shopping Period

Pigeon's brand strength in the Chinese market remains strong.



FY Dec. 2024 Results - Business Summary By Segment

*Sales: Sell-in on a local currency basis

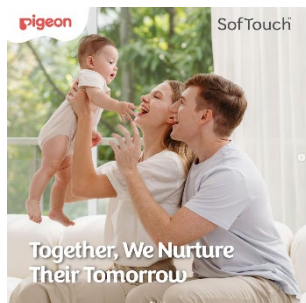
Singapore Business

The shift to wide-neck bottles in major countries is in full swing. Both sales and income increased due in part to the favorable FX rates

- Q4 YTD* sales in India +6% YoY, Malaysia +11%, Indonesia +3%, and Middle East +2%.
- Q4 YTD sellout increased YoY in Australia, Vietnam, and Thailand. Sell-outs in India and the Middle East were slightly below the previous year's level, but are on a recovery trend.
- Distribution inventories in major markets ended FY 2024 at appropriate levels.
- Promoted brand renewal of the "SofTouch™" series of bottles/nipples. In the Middle East, we succeeded in developing several new sales channels for the "SofTouch™" series, and sales of bottles/nipples grew in the 2H of the fiscal year, accelerating the shift to high value-added products through a shift to wide-neck bottles.
- Q4 YTD sales of Natural Botanical skincare products increased by more than 50% YoY. Continued to nurture as a regional strategic product.
- Q4 YTD gross margin (JPY) of Singapore business improved by 2.3 pt YoY due to sales growth of sales companies and the favorable impact of FX rates.

Strengthening core products: wide-neck nursing bottles

Accelerate wide neck bottles with "SofTouch™" series



Strengthening Core Products: Skincare

Increased exposure and new series development of Natural Botanical skin care



FY Dec. 2024 Results - Business Summary By Segment

*Sales: Sell-in on a local currency basis

Lansinoh Business

Sales growth of new breast pumps in North America contributed to full-year growth. Achieved double-digit year-on-year growth in sales and profit, partly due to the effect of yen depreciation

- Q4 YTD sales (US\$) of Lansinoh Group ended +7.6% YoY.
- Q4 YTD sales in North America increased 8% YoY. Sales of breast milk storage bags fell below the previous year's level due to the disappearance of special demand, but a new breast pump product (Discreet Duo) made a full-year contribution from January.
- In Europe, sales grew mainly in nipple cream, a core product, and postpartum and recovery care, a new area of business. Sales in mainland China were weak due to intensified competition in consumable products.
- Q4 YTD sales of Lansinoh Group's postpartum and recovery care products grew by more than 40% YoY in two straight years. Continued double-digit growth in major markets including North America and Europe.
- Started full-scale sales of nursing bottles/nipples in the European and U.S. markets. Achieved rapid sales growth in 2024, 1.7 times higher in 2 years.
- Continue to strengthen new categories. Expand product lineup to include nutrition for mothers in collaboration with other brands.
- Q4 YTD gross margin (JPY) of Lansinoh business improved by 0.2 pt YoY due to stable ocean freight rates (COGS factor) throughout the year.

Strengthening of Existing areas

Launched a number of new products in core categories



New areas: development of new categories

Further expansion of the brand's product lineup



FY Dec. 2024 Results - ESG and Sustainability

Sustainability

Actively promote initiatives for co-creating value with society and aim to realize our Purpose

- Pigeon Group Human Rights Policy established (May).
- Expansion of the “Nihonbashi Breast Milk Bank” on the first floor of the head office was completed (May).
- Selected by the GPIF for all six ESG index components.
(Newly selected as a component of the MSCI Japan ESG Select Leaders Index in June) .
- The Pigeon Group's 2025 Scope 1&2 GHG emissions (compared to FY2018) reduction target of 35% was brought forward and a further 60% reduction was achieved.
- Pigeon submitted a letter of commitment to the SBT Initiative to obtain certification regarding the near-term targets of Science Based Targets, the GHG reduction targets set by the Paris Agreement. (Dec.).
- Received "AA" rating in the MSCI ESG ratings for the second consecutive year (February 2025).

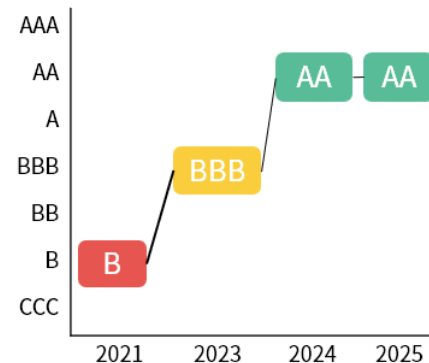


Nihonbashi Mother's Milk Bank was expanded to about twice*



*In the facility area of the treatment room for pasteurization of breast milk

Ratings trend by MSCI



Earnings Forecast for FY Dec. 2025

FY Dec. 2025 Earnings Forecast - Consolidated P&L

As the final year of the 8th Mid-Term Management Plan period, we will maximize the results of our efforts in each business segment, aim to increase sales and profits as well as improve profit margins.

| Unit: Million JPY | Dec. 2024 | | Dec. 2025 | | |
|---|-----------|------------|-----------|------------|------------|
| | Actual | % of Total | Forecast | % of Total | YoY Change |
| Net Sales | 104,171 | 100.0% | 109,700 | 100.0% | 105.3% |
| Cost of Sales | 52,799 | 50.7% | 55,400 | 50.5% | 104.9% |
| Gross Profit | 51,372 | 49.3% | 54,300 | 49.5% | 105.7% |
| SG&A Expenses | 39,233 | 37.7% | 41,400 | 37.7% | 105.5% |
| Operating income | 12,139 | 11.7% | 12,900 | 11.8% | 106.3% |
| Ordinary income | 13,282 | 12.8% | 12,900 | 11.8% | 97.1% |
| Net Income Attributable to Owners of Parent | 8,371 | 8.0% | 8,400 | 7.7% | 100.3% |

* Subsidy income not included

[Currency Rates]

2025 Forecast: US\$1 = JPY 147.00

2024 Results: US\$1 = JPY 151.48

CNY 1 = JPY 21.00

CNY 1 = JPY 21.04

FY Dec. 2025 Earnings Forecast - Consolidated P&L

(1) Overseas business as a Growth driver

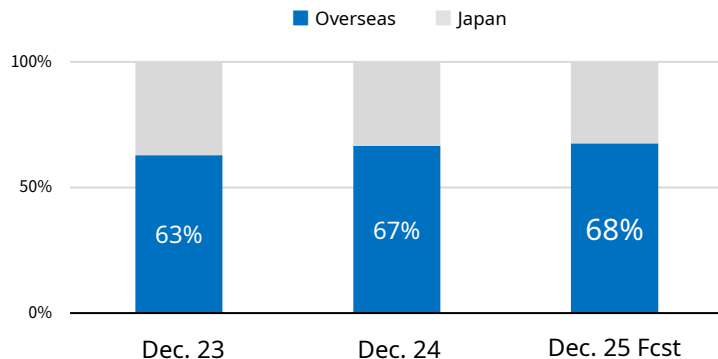
Overseas business will continue to drive the Group's business growth. Japan domestic, a mature market, we aim to achieve stable growth and strengthen profitability.

Sales growth rate (YoY)

Overseas **+6.8%**

Japan domestic **+2.4%**

Overseas/Domestic Sales Ratio

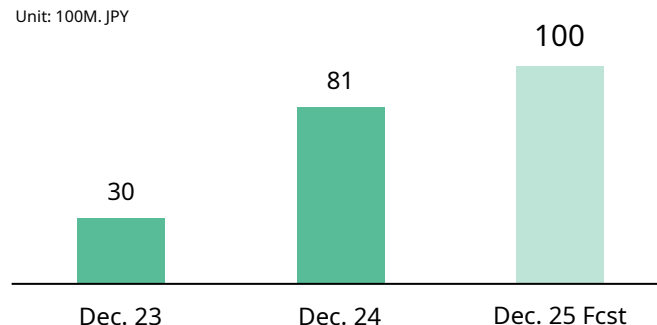


(2) 10 billion yen sales target for “New areas”

“Development of new business areas,” a key theme of the 8th MTP is making steady progress toward the initial sales target of 10 billion yen for FY 2025.



Sales Trends in New Areas



FY Dec. 2025 Earnings Forecast - by Business Segment

| Unit: Million JPY | Dec. 2024 Actual | | | | Dec. 2025 Forecast | | | | |
|---|------------------|---------------|--------------|----------------|--------------------|---------------|---------------|--------------|----------------|
| | Net Sales | % of Total | Gross Margin | Segment Profit | Net sales | % of Total | YoY Change | Gross Margin | Segment Profit |
| Consolidated Net Sales | 104,171 | 100.0% | 49.3% | 12,139 | 109,700 | 100.0% | 105.3% | 49.6% | 12,900 |
| Japan Business | 36,500 | 35.0% | 32.8% | 1,998 | 36,900 | 33.6% | 101.1% | 34.6% | 2,009 |
| China Business | 39,027 | 37.5% | 56.0% | 10,066 | 42,500 | 38.7% | 108.9% | 56.7% | 11,000 |
| Singapore Business | 14,277 | 13.7% | 40.2% | 1,668 | 15,100 | 13.8% | 105.8% | 39.7% | 1,700 |
| Lansinoh Business | 21,430 | 20.6% | 55.1% | 1,731 | 23,600 | 21.5% | 110.1% | 55.5% | 1,910 |
| Elimination of inter-segment transactions | ▲ 7,064 | ▲ 6.8% | — | — | ▲ 8,400 | ▲ 7.7% | — | — | — |

▼[Reference] Breakdown of Japan Business

| Unit: Million JPY | Dec. 2024 Actual | | | | Dec. 2025 Forecast | | | | |
|---------------------|------------------|------------|--------------|----------------|--------------------|------------|------------|--------------|----------------|
| | Net Sales | % of Total | Gross Margin | Segment Profit | Net Sales | % of Total | YoY Change | Gross Margin | Segment Profit |
| Baby Care | 26,760 | — | 36.4% | 1,989 | 27,700 | — | 103.5% | 37.6% | 2,100 |
| Childcare Services | 3,364 | — | 13.8% | 122 | 3,300 | — | 98.1% | 15.9% | 170 |
| Health & Elder Care | 4,400 | — | 34.7% | 405 | 4,450 | — | 101.1% | 35.8% | 380 |

Key Initiatives - Japan Business

Improve profitability through new value creation by leveraging the company's strengths and uniqueness

Business Environment:

- The number of births in 2024 fell below 700,000 for the first time*, and the number of births is expected to decline in 2025 as well.
- With more than 70% of households headed by a married couple*, the increase in disposable income per household, changes in lifestyles and childcare needs present new market opportunities for Pigeon.

Existing areas:

- Improve competitiveness through continuous introduction of attractive new products (bottle and nipple, skincare, baby food, and other consumables, etc.).
- Review product portfolio and pricing strategy to enhance profitability.

New areas, Monozukuri:

- Started full-scale sales of Age-Up products (launched in February 2025: Petit Kids Hair Care Series for children as young as 2 years old).
- Set up a new team in baby care to expand the Lansinoh brand in Japan and to create new growth opportunities through new business creation.

Strengthen sales and communication

- Invest in growth in the EC channel (e.g., EC-exclusive products, official online store, enhanced delivery services, etc.).
- Strengthen customer communication and sales force both digitally and offline.



Key Initiatives - China Business

Aim for stable growth in both sales and profits by continuing to invest thoroughly in our core products of bottles/nipples, and skincare

Business Environment:

- Mainland China had 9.54 million births in 2024* (+6% YoY); expected to decline again in 2025.

Existing areas:

- Strengthened branding and value of product to further enhance its position as the top brand in bottle/nipple products, with the aim of acquiring a 50% market share.
- Baby skincare: "Selection and Concentration" by renewing the Basic Series and reorganizing the product lineup.
- Review product portfolio and pricing strategy to enhance profitability.



New areas, Monozukuri:

- Expand LTV through further sales expansion of the Natural Weaning Series (for older babies).
- Cultivation of star products in Age-Up products (kids skincare, drinking cups, etc.).
- Increase brand freshness by introducing more than 50 SKUs of new products per year.



Strengthen sales and communication

- Continue to strengthen brand exposure and communication through main EC channels, Tiktok and Redbook.



Key Initiatives - Singapore Business

Expanding the scale of business centered on core products such as bottles/nipples, and skincare products will be a top priority

Business Environment:

- The market opportunity is the largest in terms of the number of births it holds. The most important markets are India (about 23 million births per year) and Indonesia (about 4.5 million births per year).
- Expected Double-digit YoY growth in external sales in all major countries for FY Dec. 25.

Existing areas:

- Aim for growth in sales volume and value of bottles/nipples through concentrated investment in the SofTouch™ series of wide-neck models.
- In skincare, strengthen the Natural Botanical series. Investing in growth to implement various measures to acquire new customers.



New areas, Monozukuri:

- Further expansion of competitive and regionally limited products, especially bottles/nipples, skin care, etc.
- Strengthen the oral care category, for which sales are growing in Malaysia and other countries, across the entire Singapore business, and achieve growth in the "baby oral care" market.
- Cultivate new markets (e.g., Kenya).

Strengthen organizational and operational capabilities

- Strengthen Monozukuri in the region targeting the upper middle to premium class.



Key Initiatives - Lansinoh Business

Aiming for strong growth through full-scale development of "breast pumps" in the existing area and "nursing bottles and nipples" in the new area

Business Environment Awareness:

- (North America) Rise of inexpensive Chinese brands, especially in EC. Market competition intensifies further, but top market share for our mainstay products is maintained.
- (Europe) Market conditions in each country are not optimistic, but there is significant room for growth in both existing and new areas.
- The impact of future policy trends in the U.S. on our business is very uncertain.



Existing areas:

- Stable growth in the mainstay breastfeeding care category through new product launches and strengthened branding, establishing its position as a top brand.
- In addition to sales growth of Discreet Duo breast pumps, we will significantly strengthen the product lineup of breast pumps to meet a wide range of consumer needs.



New areas, manufacturing:

- Expanding investment for growth to capture the nursing bottles/nipples market in Europe and the United States. Aim to become the third largest bottle/nipple brand in the North American market by 2030 by maximizing the use of Pigeon's assets.
- Explore opportunities to collaborate with external strategic partners such as HotTea Mama and Kindred Bravely to develop new areas.

Strengthen sales and communication

- Review business model for renewed growth in the Chinese market.



Key Initiatives - ESG and Sustainability

Updating GHG reduction targets of Pigeon Green Action Plan:
Setting 2030 targets in accordance with SBTi criteria



Pigeon Green Action Plan

Leaving a rich earth for the future of babies born tomorrow

Before

2030—Scope 1 & 2 GHG emissions: **50% reduction** (compared to FY2018)
Scope 3 GHG emissions: Reductions with Science-Based Targets (to be finalized)



After



Decarbonization

2050—Scope 1 & 2 GHG emissions: **Net Zero**

2030—Scope 1 & 2 GHG emissions: **70% reduction** (compared to FY2018)
Scope 3 Category 1 & 12 GHG emissions: **25% reduction** (compared to FY2021)



Circular society

2030—Plant-derived or recycled materials in packaging: **50% by weight**

2030—Reusable/recyclable/compostable packaging: **100%**



Coexistence with nature

2030—Sustainable paper usage rate in packaging: **100%**

2030—RSPO-certified sustainable palm oil usage rate in Pigeon-manufactured skincare/washing/cleaning products: **100%** (including RSPO Credits)

Shareholder Returns and Investment

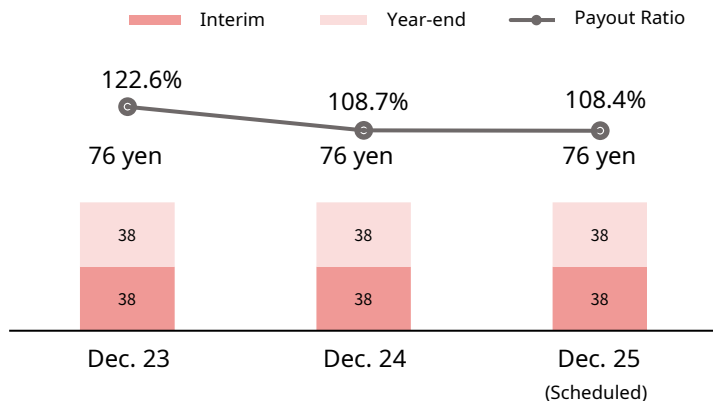
Shareholder Return:

- Dividend policy for the 8th medium-term management plan period: Emphasis on stable and continuous dividend payments while maintaining the current level of dividends and further improving consolidated performance and financial condition.
- Annual dividend per share for the FY Dec. 24 is 76 yen. The Group's consolidated dividend payout ratio is 108.7%.
- Scheduled 76 yen per share of Annual dividend for FY Dec. 25, same amount as in FY 2024.

Cash allocation priorities:

- Investments in business growth ((1) investments related to growth in existing areas, (2) investments in growth in new areas (including M&A)) are considered a top priority.
- Consider returning profits to stakeholders by comprehensively taking into account the balance between business growth and finances, cash flow, stock price, and other factors

Dividend per share (yen) / Payout ratio



Investment-related indicators (Group consolidated)

| | (Millions of yen) | | |
|------------------------------|-------------------|-------------------|---------------------|
| | Dec. 23 Actual | Dec. 24 Actual | Dec. 25 Forecast |
| Capex (*1) | 6,320 | 3,760 | 4,600 |
| Depreciation (*2) | 5,080 | 4,876 | 4,500 |
| R&D Expenses (*3) | 4,210 | 4,286 | 4,700 |

*1 : Property, plant and equipment and intangible assets (including long-term prepaid expense)

*2 : Depreciation (including amortization of goodwill)

*3 : Monozukuri expense

Celebrate babies the way they are



Disclaimer on Forward-Looking Statements

This material includes certain forward-looking statements about the Pigeon Group. To the extent that statements in this material do not related to historical or current facts, they constitute forward-looking statements.

These forward-looking statements are based on the current assumptions and judgments of the Pigeon Group in light of the information currently available to it, and involve know and unknown risks, uncertainties and other factors, which may affect the statements made in this material.

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Appendix



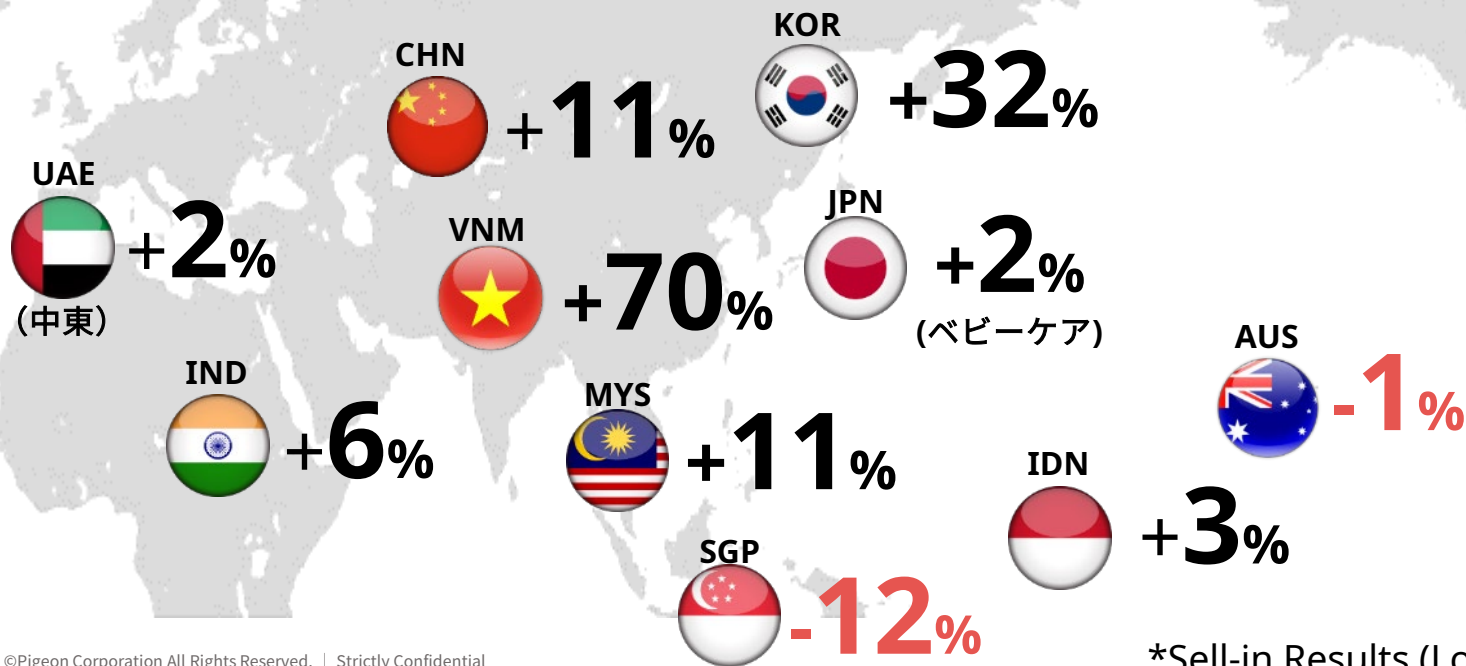
FY Dec. 2024 Results

FY Dec. 2024 Results - Financial Highlights (Consolidated)

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| Net Income Attributable to Owners of Parent | 7,423 | 7.9% | 8,371 | 8.0% | 112.8% |
| Net Assets | 81,087 | — | 84,607 | — | 104.3% |
| Total assets | 100,440 | — | 108,308 | — | 107.8% |
| EPS (yen) | 62.06 | — | 70.00 | — | 112.8% |
| BPS (yen) | 648.73 | — | 678.53 | — | 104.6% |
| ROE * | 9.6% | — | 10.5% | — | — |
| ROIC * | 9.3% | — | 10.3% | — | — |

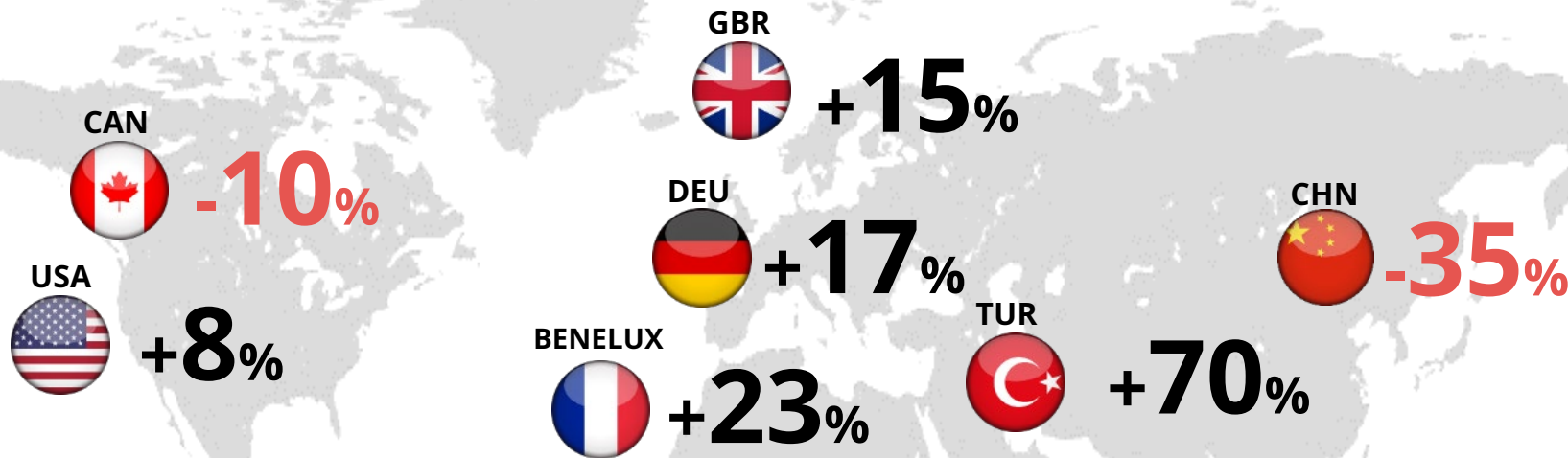
*Denominators are averages of beginning and end of period

FY Dec. 2024 Results - Pigeon Sales by Region* (YoY)



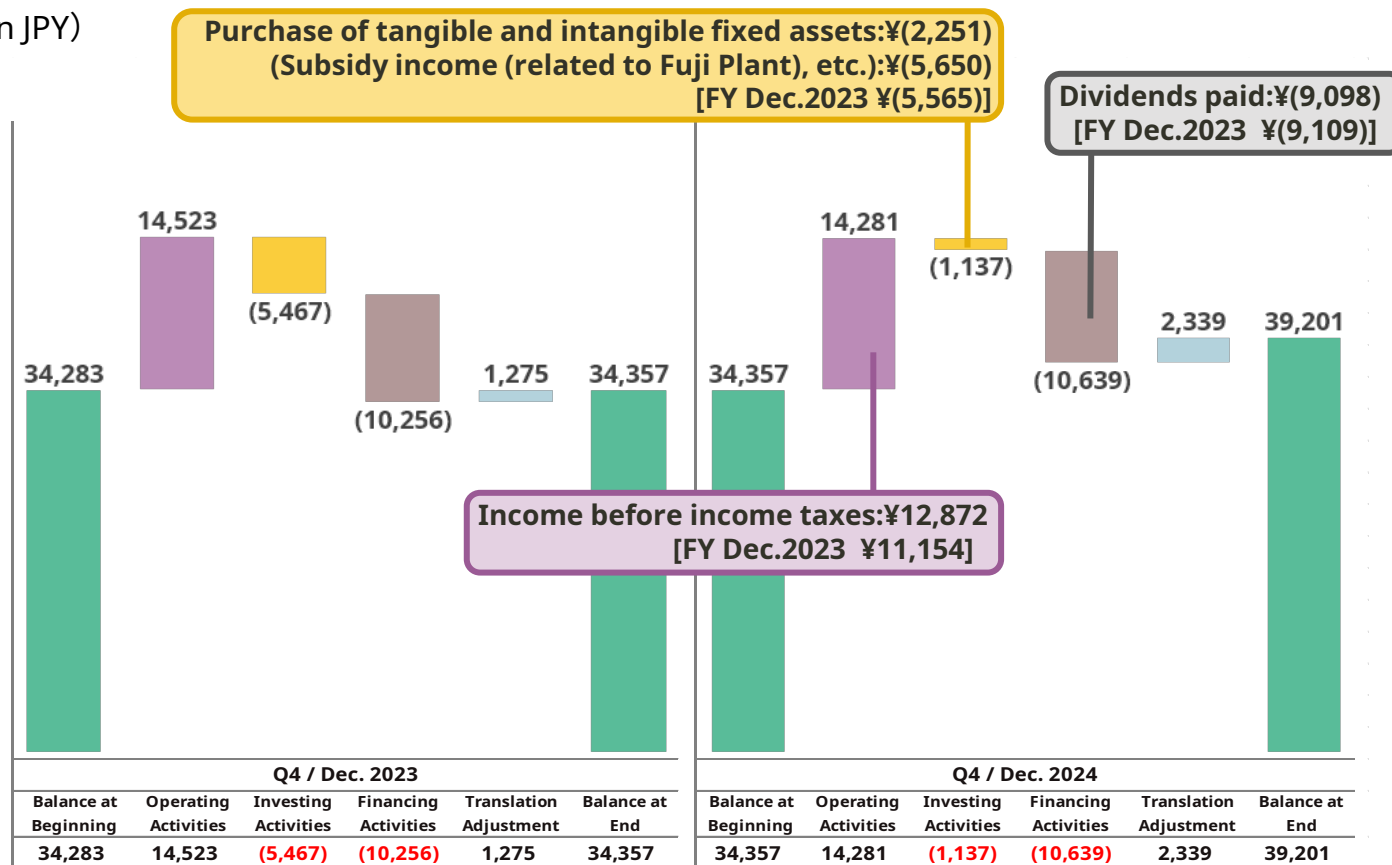
FY Dec. 2024 Results - Lansinoh Sales by Region* (YoY)

Lansinoh®

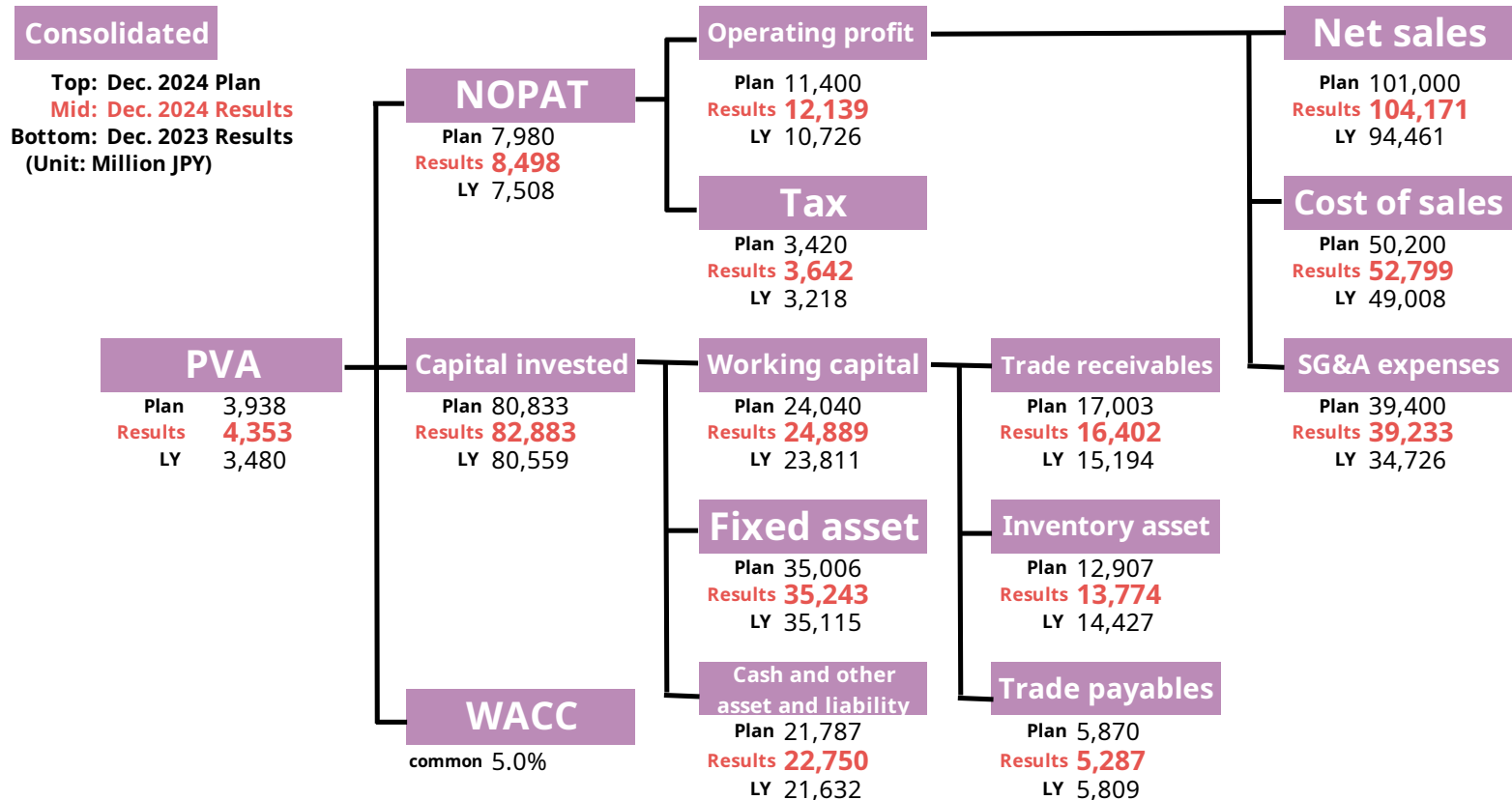


FY 2024 Results - Consolidated Cash Flow Comparison

(Unit: Million JPY)



FY 2024 Results - Consolidated PVA Tree

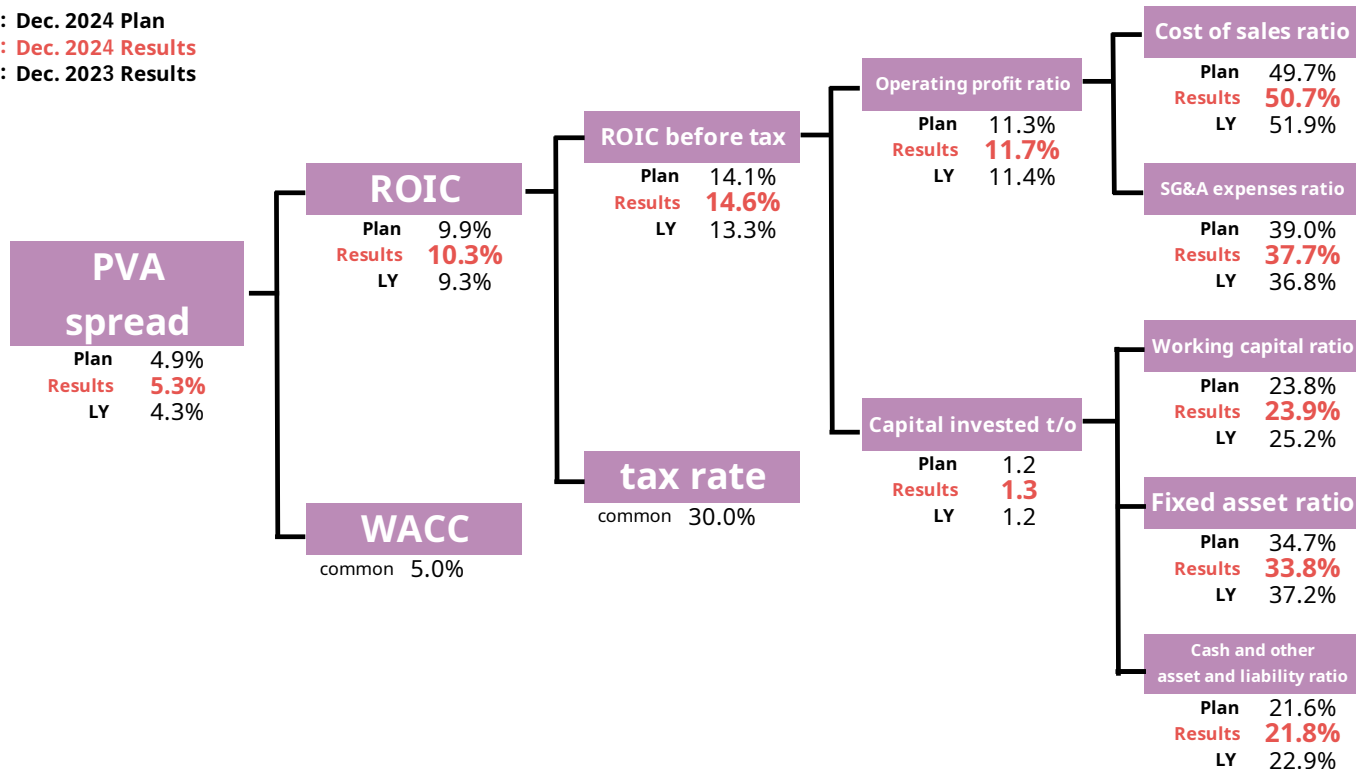


Average of B/S items at the beginning and end of the period is used for the calculation of CCC

FY 2024 Results - Consolidated PVA Tree

Consolidated

Top: Dec. 2024 Plan
 Mid: Dec. 2024 Results
 Bottom: Dec. 2023 Results



Average of B/S items at the beginning and end of the period is used for the calculation of CCC

FY 2024 Results - Consolidated PVA Tree

Consolidated

Top: Dec. 2024 Plan
Mid: Dec. 2024 Results
Bottom: Dec. 2023 Results
(Unit: Million JPY)

Working capital

Plan 24,040
Results **24,889**
LY 23,811

Trade receivables

Plan 17,003
Results **16,402**
LY 15,194

Inventory asset

Plan 12,907
Results **13,774**
LY 14,427

Trade payables

Plan 5,870
Results **5,287**
LY 5,809

CCC

Plan 112.6
Results 116.1
LY 122.9

Receivable turnover period

Plan 61.4
Results 57.5
LY 58.7

Inventory turnover period

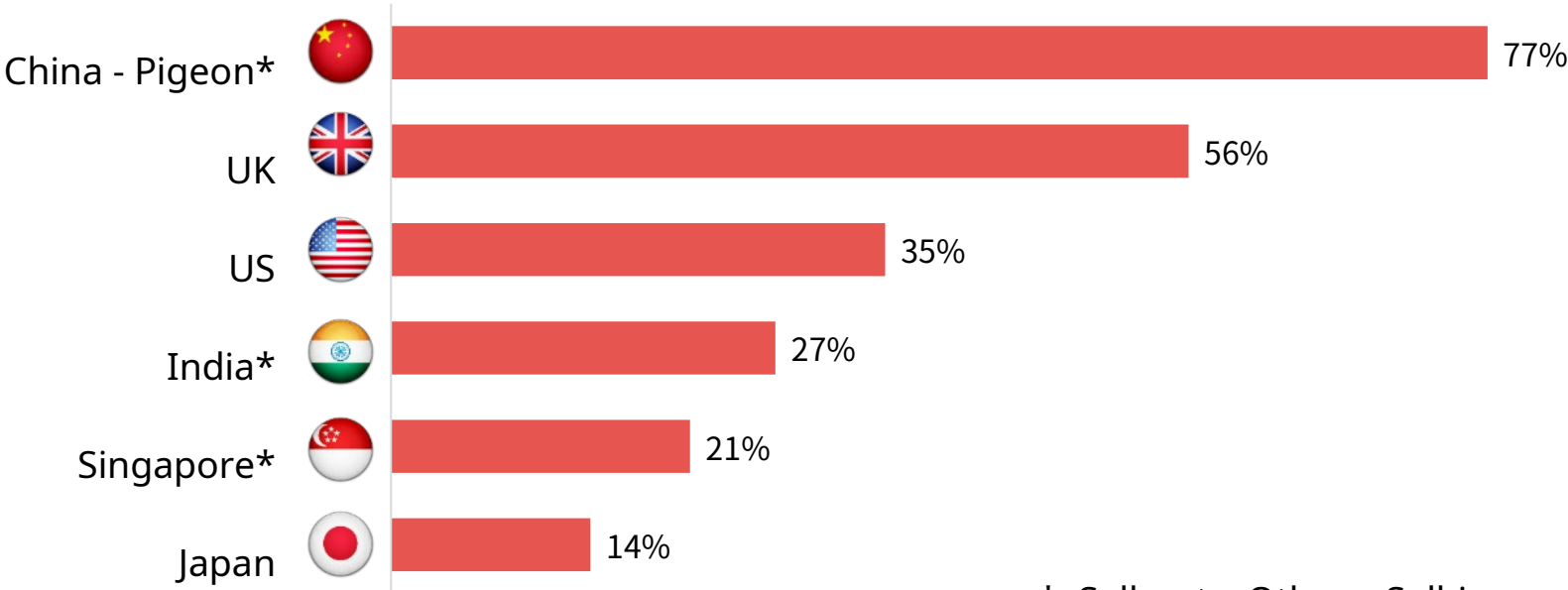
Plan 93.8
Results 95.2
LY 107.4

Payables turnover period

Plan 42.7
Results 36.5
LY 43.3

FY Dec. 2024 Results - E-Commerce Ratio in Key Markets

E-commerce sales ratio of Pigeon Lansinoh products



*: Sell-out Others: Sell-in

Forecast for FY Dec. 2025

FY Dec. 2025 Earnings Forecast - Highlight

| Unit: Million JPY | Dec. 2024 | | Dec. 2025 | | |
|---|-----------|------------|-----------|------------|------------|
| | Actual | % of Total | Forecast | % of Total | YoY Change |
| Net Sales | 104,171 | — | 109,700 | — | 105.3% |
| Operating Income | 12,139 | 11.7% | 12,900 | 11.8% | 106.3% |
| Ordinary Income | 13,282 | 12.8% | 12,900* | 11.8% | 97.1% |
| Net Income Attributable to Owners of Parent | 8,371 | 8.0% | 8,400* | 7.7% | 100.3% |
| Net Assets | 84,607 | — | 79,847 | — | 94.0% |
| Total Assets | 108,308 | — | 101,850 | — | 94.4% |
| EPS (yen) | 70.00 | — | 70.24 | — | 100.4% |
| BPS (yen) | 678.53 | — | 667.68 | — | 98.4% |
| ROE ** | 10.5% | — | 10.7% | — | — |
| ROIC ** | 10.3% | — | 11.0% | — | — |

*Subsidy income not included

**Denominators are averages of beginning and end of period

[Currency Rates]

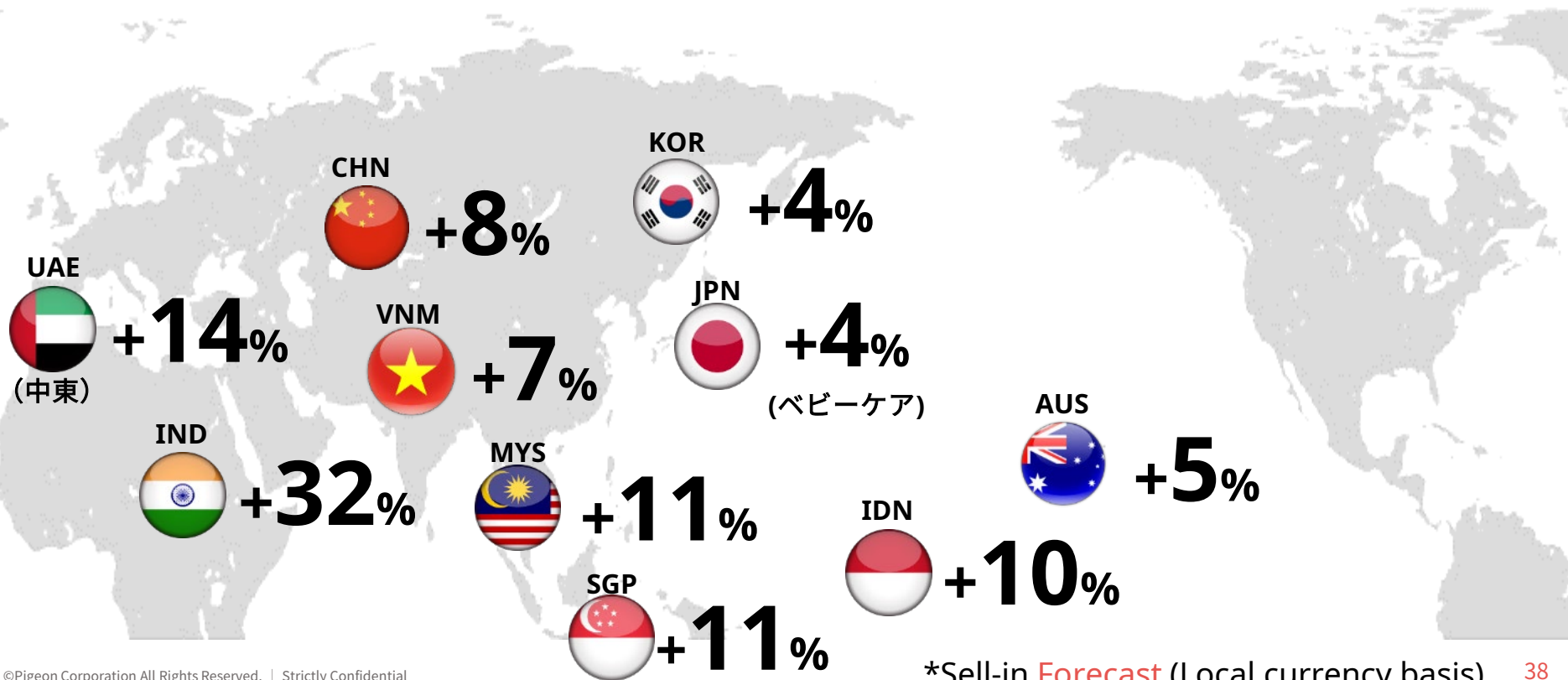
2025 Forecast: US\$1 = JPY 147.00

2024 Results: US\$1 = JPY 151.48

CNY 1 = JPY 21.00

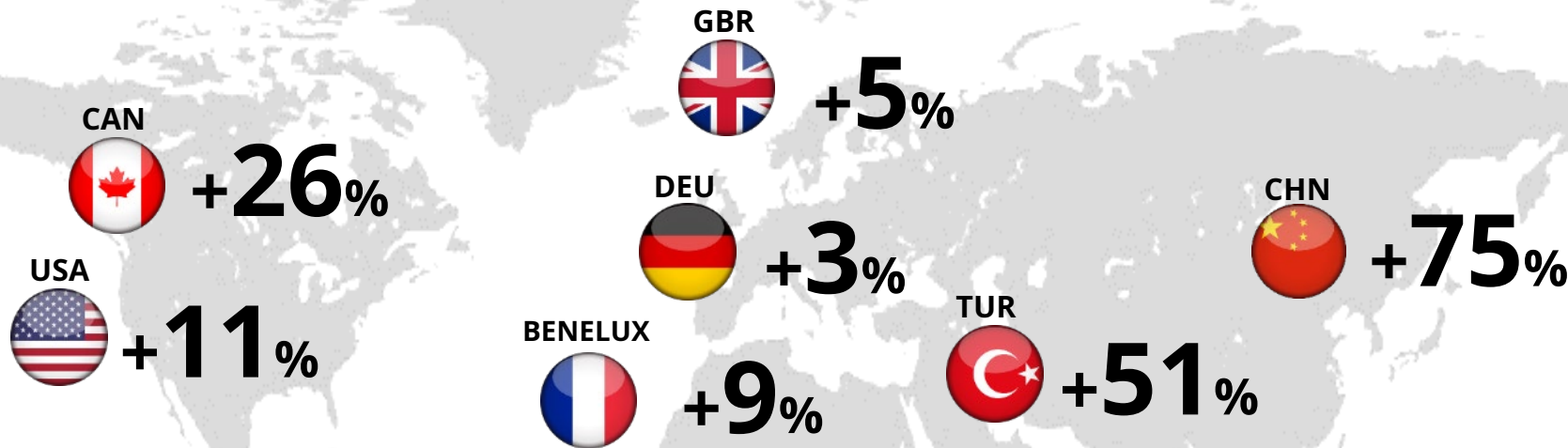
CNY 1 = JPY 21.04

FY Dec. 2025 Forecast - Pigeon Sales by Region* (YoY)



FY Dec. 2025 Forecast - Lansinoh Sales by Region* (YoY)

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