

Pigeon Corporation (TSE: 7956)

Price (as of Dec. 31, 2025): **¥1,611.5** (retroactively adjusted) **P/E (forward): 21.1** **EPS (CE): ¥76.41**

Sector: Manufacturing of baby and mother care products

The accounting standard for revenue recognition has been changed from FY 2021/12. See the notes for details.

Fundamentals	Dec. 2025
Market Cap (¥M)	196,045
PE Forward (times)	21.1
Dividend Yield (%)	4.7

	Dec. 2025
Net Sales (¥M)	109,170
Operating Income (¥M)	13,158
Net Income Attributable to Owners of Parent (¥M)	8,570

	Dec. 2025
Total Assets (¥M)	110,088
Total Shareholders' Equity (¥M)	66,689
Interest-Bearing Debt (¥M)	-
Retained Earnings (¥M)	57,717

Key Financial Indicators	Dec. 2025
Gross Profit/Net Sales (%)	50.2
Operating Income/Net Sales (%)	12.1
Net Income Attributable to Owners of Parent/Net Sales (%)	7.9
SG&A/Net Sales (%)	38.2
Equity Ratio (%)	75.3

Segment Information	Dec. 2025
Japan Business (¥M)	37,806
China Business (¥M)	42,902
Singapore Business (¥M)	14,920
Lansinoh Business (¥M)	21,904

Shareholder Profile	Dec. 2025
Financial Institutions (%)	35.0
Individuals and Others (%)	30.0
Non-Japanese Corporations (%)	28.5
Japanese Corporations (%)	4.9
Treasury Stock (%)	1.6

Note: "Shareholder Profile" is rounded to the first decimal place.

Stock Data	Dec. 2025
Number of Shares Outstanding	121,653,486
Number of Shareholders	70,192

Business Profile

Following the completion of our "8th Mid-Term Business Plan" (2023-2025), we have launched the "9th Mid-Term Business Plan" in 2026, aimed at achieving "sustainable growth with high profitability." We will accelerate the growth of our core product groups, centered on nursing bottles and nipples, while positioning the Americas and Europe as high-priority markets to capture significant "white space" opportunities. Furthermore, we are advancing a management structure that integrates regional and functional aspects to enhance our strategy execution and improve cost efficiency, thereby driving the achievement of our mid-term goals.

Performance Overview (4th Quarter)

During the fiscal year under review, net sales grew to ¥109,170 million (up 4.8% YoY), due to steady sales performance, primarily in the China Business. On the profit front, higher revenue increased gross profit, and a 0.9 percentage point improvement in gross margin offset higher SG&A expenses. As a result, operating income increased to ¥13,158 million (up 8.4% YoY), ordinary income to ¥13,681 million (up 3.0% YoY) and net income attributable to owners of parent to ¥8,570 million (up 2.4% YoY).

Forecast

A: Actual; CE: Company Estimate **Currency exchange rate for 2026 (CE): \$1 = ¥150.00**

	¥ Million		\$ Thousand	YOY Change (%)
	2025(A) Dec.	2026(CE) Dec.	2026(CE) Dec.	
Net Sales	109,170	113,500	756,667	4.0
Operating Income	13,158	13,900	92,667	5.6
Net Income Attributable to Owners of Parent	8,570	9,140	60,933	6.7

	¥		\$	YOY Change (%)
	2025(A) Dec.	2026(CE) Dec.	2026(CE) Dec.	
EPS	71.65	76.41	0.5	6.6
Cash Dividend per Share	76.00	76.00	0.5	0.0

Note:

The Group has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29: March 31, 2020; hereinafter, "Accounting Standard for Revenue Recognition") from the consolidated accounting period of fiscal year 2021. In accordance with the Accounting Standard for Revenue Recognition, when control of a promised good or service is transferred to the customer, revenue will be recognized at the amount expected to be received in exchange for the good or service.

Strengths

- Japanese baby and mother care products brand well known in the world.
- Number one baby products brand in Japan, China and growing in emerging markets.
- Number one breastfeeding products brand in US and Europe (Lansinoh brand).

Disclaimers:

This report may contain information pertaining to forward-looking statements, such as projected results. Consequently, it is possible that the actual results may vary significantly from such projections due to a wide range of factors such as social, economic and industry conditions. Readers of this report are requested to make decisions on investment after referring to financial materials submitted by issuing companies, such as reports on securities, and based on his/her individual judgment. Pigeon Corporation bears no liability whatsoever should any damage or injury be caused by any errors contained in information or content contained in this report.



Summary Financial Data

*1 Years ended Dec. 31 *2 Nine months ended Sep. 30

Profit and Loss	¥ Million				YOY Change (%)	¥ Million			YOY Change (%)
	2023 ^{*1}	2024 ^{*1}	2025 ^{*1}	2025 ^{*1}		2024 ^{*2}	2025 ^{*2}	2025 ^{*2}	
Net Sales	94,461	104,171	109,170	729,453	4.8	76,037	80,526	538,060	5.9
Cost of Sales	49,008	52,799	54,331	363,030	2.9	38,485	39,758	265,655	3.3
Gross Profit	45,452	51,372	54,839	366,424	6.7	37,551	40,767	272,397	8.6
SG&A Expenses	34,726	39,233	41,680	278,498	6.2	29,069	30,738	205,386	5.7
Operating Income	10,726	12,139	13,158	87,919	8.4	8,481	10,028	67,005	18.2
Other Income	797	1,144	523	3,495	(54.3)	352	641	4,283	82.1
Ordinary Income	11,522	13,282	13,681	91,414	3.0	8,833	10,670	71,295	20.8
Extraordinary Income (Loss)	(368)	(411)	(363)	(2,425)	(11.7)	(401)	(184)	(1,229)	(54.1)
Net Income Attributable to Non-controlling Interests	137	184	266	1,777	44.6	119	203	1,356	70.6
Net Income Attributable to Owners of Parent	7,423	8,371	8,570	57,263	2.4	5,426	7,035	47,007	29.7

Profit and Loss	¥				YOY Change (%)	¥			YOY Change (%)
	2023 ^{*1}	2024 ^{*1}	2025 ^{*1}	2025 ^{*1}		2024 ^{*2}	2025 ^{*2}	2025 ^{*2}	
EPS	62.06	70.00	71.65	0.5	2.4	45.38	58.82	0.4	29.6
Cash Dividend per Share	76.00	76.00	76.00	0.5	0.0	-	-	-	-

Balance Sheet	¥ Million				YOY Change (%)	¥ Million			YOY Change (%)
	2023 ^{*1}	2024 ^{*1}	2025 ^{*1}	2025 ^{*1}		2024 ^{*2}	2025 ^{*2}	2025 ^{*2}	
Cash and Time Deposits	34,357	39,201	39,609	264,660	1.0	33,172	34,156	228,224	3.0
Notes and Accounts Receivable	14,412	18,392	18,642	124,562	1.4	16,397	18,690	124,883	14.0
Inventories	13,535	14,012	16,264	108,673	16.1	15,050	16,731	111,793	11.2
Tangible Fixed Assets	31,952	30,841	29,676	198,289	(3.8)	29,729	28,996	193,746	(2.5)
Intangible Fixed Assets	1,483	1,295	1,179	7,878	(9.0)	1,201	1,097	7,330	(8.7)
Total Assets	100,440	108,308	110,088	735,587	1.6	99,975	105,159	702,653	5.2
Notes and Accounts Payable	3,643	5,195	5,121	34,218	(1.4)	5,229	5,980	39,957	14.4
Interest-Bearing Debt	76	-	-	-	-	-	-	-	-
Total Net Assets	81,087	84,607	85,887	573,881	1.5	78,764	80,082	535,093	1.7
Total Shareholders' Equity	67,876	67,145	66,689	445,603	(0.7)	64,200	65,154	435,347	1.5
Equity Ratio (%)	77.2	74.9	75.3		0.5	75.5	73.6		(2.5)

Currency exchange rate (as of Dec. 31, 2025) : \$1 = ¥149.66

Corporate Data

(As of December 31, 2025)

Head Office

4-4, Nihonbashi-Hisamatsucho, Chuo-ku,
Tokyo 103-8480
TEL: +81-3-3661-4204 FAX: +81-3-3661-4320
<https://www.pigeon.com/>

Established

August 15, 1957

Paid-in Capital

¥5,199,597 thousand

Number of Employees

3,042 (Worldwide, Includes Part-time employees)
338 (Japan, Full-time employees)

Fiscal Year-End

December 31

Annual Shareholders' Meeting

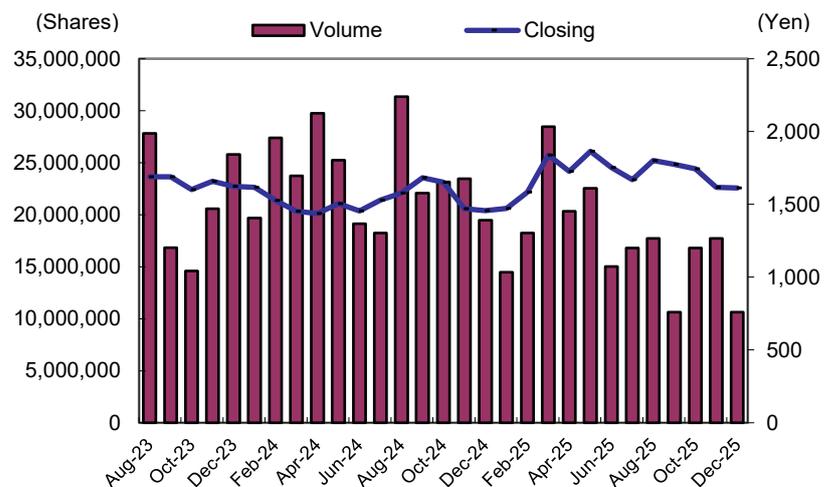
March 27

Stock Trading Unit

100 shares

Inquiries

Business Strategy Division
Business Strategy Department
Business Strategy Section
<https://ssl.pigeon.co.jp/investor/en/index.html>



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