



Financial Results of FY Dec. 2025 (69th) & 9th Medium-Term Management Plan FY Dec. 2026 (70th) - FY Dec. 2028 (72nd)

Pigeon Corporation

Ryo Yano

President and CEO

February 13, 2026

Securities Code: 7956

Celebrate babies the way they are



Agenda

- | | |
|---|----------------|
| 1. Review of the FY Dec. 2025 Results | P. 3-13 |
| 2. Mid-Term Management Plan | |
| 1. 8th Mid-Term Management Plan(2023 - 2025): | P.15-21 |
| Summary and Challenges | |
| 2. What We Aim to Achieve in the Long Term | P.22-31 |
| 3. 9th Mid-Term Management Plan (2026 - 2028) | P.32-49 |
| 3. Earnings Forecast for FY Dec. 2026 | P.50-53 |



1. Review of the FY Dec. 2025 Results

FY Dec. 2025 Performance Highlights

Achieved year-on-year increases in both sales and income.
Steady progress in operating margin improvement.

- **Consolidated net sales: Increased**

- Sales increased across all business segments
- Especially, China business saw a double-digit growth

- **Operating income: Increased**

- Japan and Singapore businesses saw over 20% increase. Profitability is improving steadily.

- **Net income attributable to owners of parent: Increased**

Japan
Business

Product lineup other than nursing bottles/nipples also grew: Together with the rapid expansion of the Company's e-commerce channel both sales and income increased.

China
Business

Sales and income rose, driven mainly by nursing bottles/nipples and skincare products. Sales promotion expenses rose, but countermeasures are already underway.

Singapore
Business

The advance in shift to wide-mouth bottles boosted both sales and income. We are steadily progressing toward a highly profitable business structure.

Lansinoh
Business

Europe performed strongly. U.S. also saw solid sales growth, driven by significant sales increase of nursing bottles/nipples, while income declined due to U.S. tariff impacts.

FY Dec. 2025 Results - Consolidated P&L (12 months)

Growth achieved in sales and income YoY. Steady progress in operating margin improvement. The company also met its initial operating profit target

(Unit: Million JPY)	FY Dec. 2024		FY Dec. 2025 Forecast		FY Dec. 2025			
	Actual	% of Total	Forecast	% of Total	Actual	% of Total	YoY Change	vs Forecast
Net Sales	104,171	100.0%	109,700	100.0%	109,170	100.0%	104.8%	99.5%
Cost of Sales	52,799	50.7%	55,300	50.4%	54,331	49.8%	102.9%	98.2%
Gross Profit	51,372	49.3%	54,400	49.6%	54,839	50.2%	106.7%	100.8%
SG&A Expenses	39,233	37.7%	41,500	37.8%	41,680	38.2%	106.2%	100.4%
Operating Income	12,139	11.7%	12,900	11.8%	13,158	12.1%	108.4%	102.0%
Ordinary Income	13,282	12.8%	12,900	11.8%	13,681	12.5%	103.0%	106.1%
Net Income Attributable to Owners of Parent	8,371	8.0%	8,400	7.7%	8,570	7.9%	102.4%	102.0%

<Currency Rates> 2024 Results: US\$1 = JPY149.66 CNY1=JPY20.82
 2024 Forecast: US\$1 = JPY147.00 CNY1=JPY21.00
 2023 Results: US\$1 = JPY151.58 CNY1=JPY21.04

FY Dec. 2025 Results - By Business Segment (12 months)

Net sales rose YoY across all business segments. Japan saw strong sales growth in baby care despite decline in births. Income increased in all except the Lansinoh Business segment.

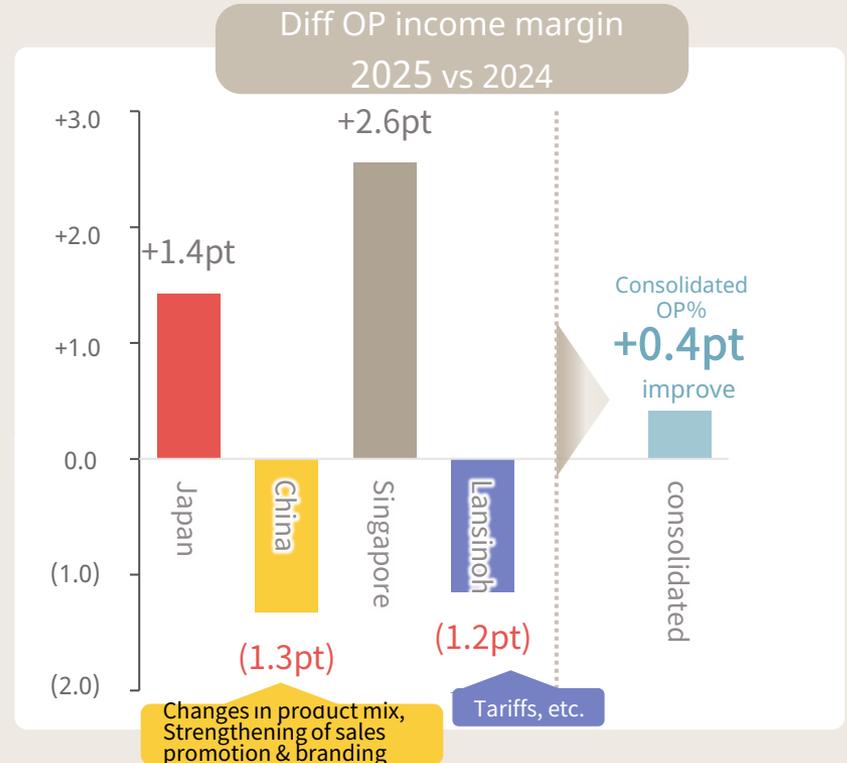
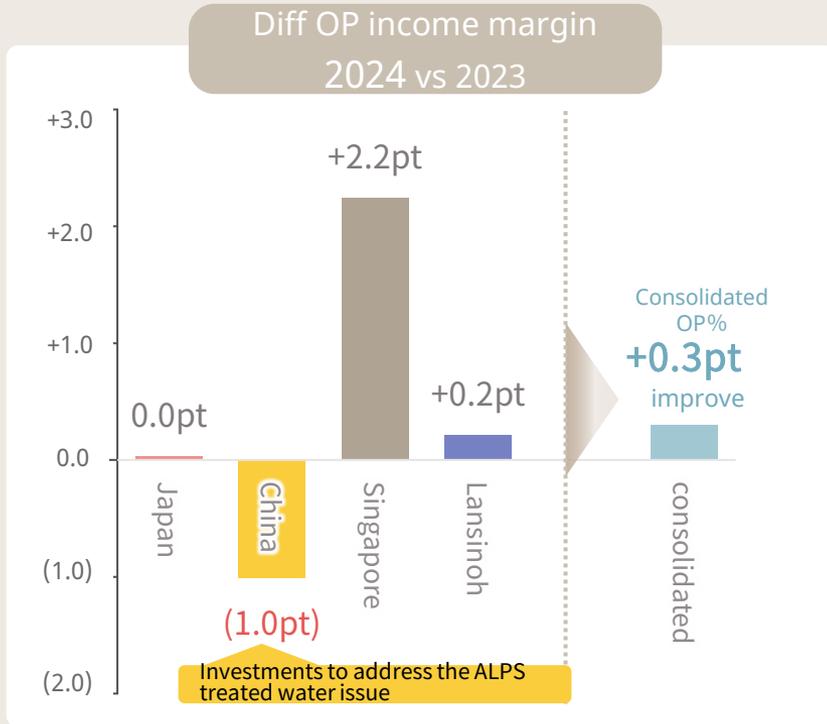
(Unit: Million JPY)	Dec. 2024 Actual				Dec. 2025 Actual				
	Net sales	% of Total	Gross Margin	Segment Profit	Net sales	% of Total	YoY Change	Gross Margin	Segment Profit
Consolidated Net Sales	104,171	100.0%	49.3%	12,139	109,170	100.0%	104.8%	50.2%	13,158
Japan Business	36,500	35.0%	32.8%	1,998	37,806	34.6%	103.6%	34.8%	2,596
China Business	39,027	37.5%	56.0%	10,066	42,902	39.3%	109.9%	54.4%	10,496
Singapore Business	14,277	13.7%	40.2%	1,668	14,920	13.7%	104.5%	42.7%	2,124
Lansinoh Business	21,430	20.6%	55.1%	1,731	21,904	20.1%	102.2%	55.6%	1,517
Elimination of Inter-segment Transactions	(7,064)	(6.8%)	—	—	(8,363)	(7.7%)	—	—	—

[Reference] Breakdown of Japan Business

(Unit: Million JPY)	Dec. 2024 Actual				Dec. 2025 Actual				
	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	28,787	—	107.6%	38.7%	2,851
Childcare Services	3,364	—	13.8%	122	3,313	—	98.5%	16.0%	91
Health & Elder Care	4,400	—	34.7%	405	3,948	—	89.7%	33.5%	230

Consolidated operating margin has increased for two consecutive years

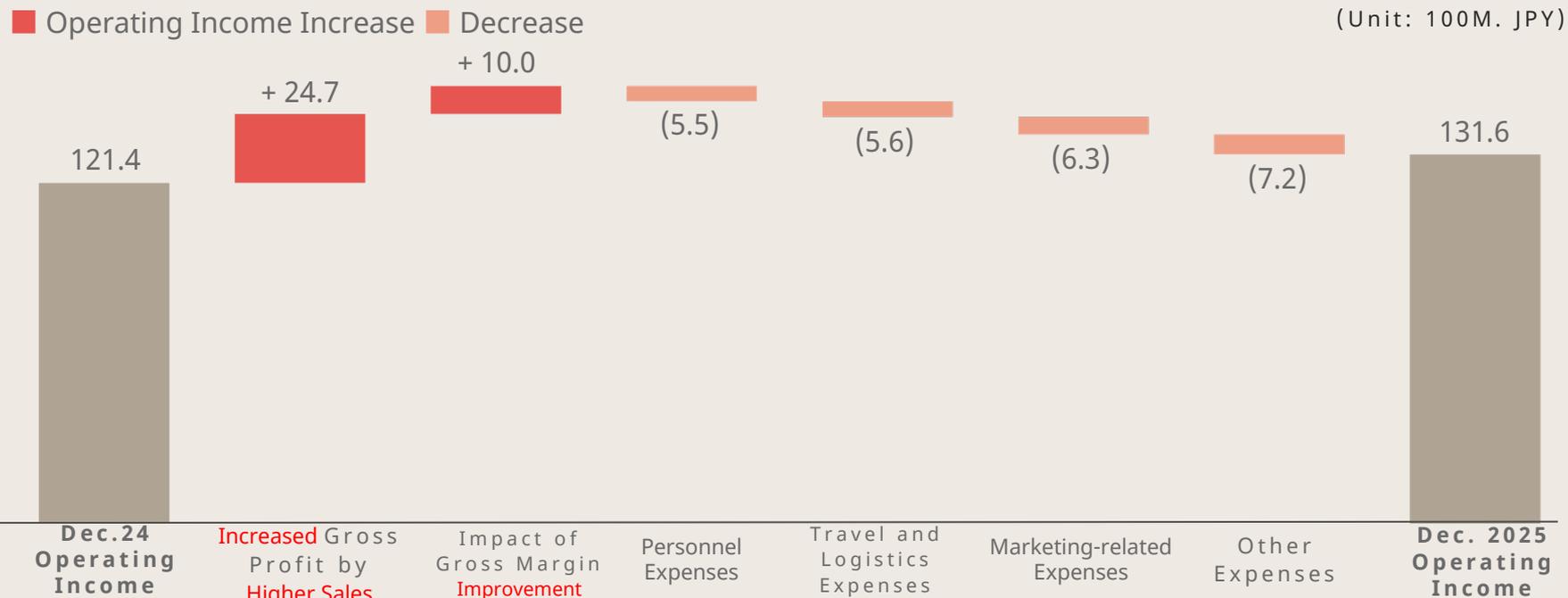
Operating margin improvements in other segments absorbed the margin decline in China, maintaining an upward trend for consolidated margins



FY Dec. 2025 Results - Change in Operating Income (YoY)

Achieved profit growth driven by higher sales and improved gross margin.

Despite investment made for growth, tariff impacts, and other factors, operating income increased 1.0-billion-yen YoY.



FY Dec. 2025 Results - Balance Sheet

Inventories rose from the previous fiscal year-end. Going forward, we will enhance efficiency and CCC by reinforcing monitoring

(Unit: Million JPY)	End of Dec. 2024	End of Dec. 2025			
	Actual	Actual	YoY Change (Amount)	YoY Change (%)	YoY Change (Amount) w/o Impacts of FX Rates
Cash and Deposits	39,201	39,609	+408	101.0%	-875
Notes and Accounts Receivable-Trade	18,392	18,642	+249	101.4%	-170
Inventories	14,012	16,265	+2,252	116.1%	+1,942
Notes and Accounts Payable-Trade	5,195	5,121	-74	98.6%	-191
Electronically Recorded Obligations - Operating	369	366	-3	99.1%	-3
Borrowings	—	—	0	—	—
Net Assets	84,607	85,887	+1,279	101.5%	-605
Total Assets	108,308	110,088	+1,780	101.6%	-644
Equity Ratio	74.9%	75.3%	—	—	—

FY Dec. 2025 Results - Business Summary By Segment

*Net sales: Sell-in on a local currency basis

Japan Business

Product lineup other than nursing bottles/nipples also grew: Together with the rapid expansion of the Company's e-commerce channel both sales and income increased

- Q4 YTD sales of baby care products showed robust growth of 7.6% YoY. Net sales through our own e-commerce channel increase rapidly by approximately 70% YoY.
- Q4 YTD sales of nursing bottles/nipples continued to grow YoY.
- Despite sluggish overseas demand such as exports and cross-border EC, baby skincare grew YoY, in part by contribution from "Baby Milk Lotion with Vaseline."
- Baby care appliances in the new area has been a key growth driver, pushing its sales percentage of total sales to over 10%. "POCHItto Slim," launched in August,, has also shown strong sales performance.
- Q4 YTD sales for baby foods and beverages posted strong YoY growth, driven primarily by the favorable reception of the new, high-priced product meals for toddlers (Age-up).
- The official launch of new brands, "TABOTENZU," "Pigeon kids" and "Lansinoh®" in Japan was announced.
- Q4 YTD gross margin of baby care products rose 2.3 pts YoY, driven mainly by price adjustments in June and increased plant operating rates.

Strengthening of Existing Areas

Capturing changes in lifestyles, diverse new products were launched one after another in existing areas.



New area (baby care appliances) and new brand

Expanding the product lineup such as "POCHItto Slim," a nursing bottle steam sterilizer and dryer, and announcing new brands (TABOTENZU and Pigeon kids)



FY Dec. 2025 Results - Business Summary By Segment

*Net sales: Sell-in on a local currency basis

China Business

Sales and income rose, driven mainly by nursing bottles/nipples and skincare products. Sales promotion expenses rose, but countermeasures are already underway

- Q4 YTD sales of mainland China (CNY) ended at +6% YoY.
- Q4 YTD sales of nursing bottles/nipples increased by 5.9% YoY, supported in part by the strong performance of new products (such as the Disney-design series). Market share also expanded.
- Q4 YTD sales of baby skincare products sore as high as over 20% mainly due to the contribution of “Momo-no-ha (Peach leaves) Series” and a new product “Vernix Skincare Series.”
- “Double-Eleven shopping week” period: Both UV and GMV showed steady growth YoY despite heightened competitive pressures.
- Q4 YTD sellout grew by 8% YoY (Q4 alone grew by 5% YoY) with EC up 11% YoY and offline up 1% YoY. Q4 YTD EC ratio was 78%.
- Q4 YTD sales of nursing bottles/nipples from Pigeon brand in U.S. market grew dramatically 128% YoY.
- Q4 YTD gross margin of the China business (in JPY) declined by 1.6 pts YoY partly due to sales mix changes induced by growth of skincare products and drinking cups.

Strengthening of Existing areas

A number of new products were launched in core categories



New area: Age-up products

Expanding drinking cup and kids' skincare products lineup



FY Dec. 2025 Results - Business Summary By Segment

*Net sales: Sell-in on a local currency basis

Singapore Business

Intensifying our effort for advancing shift to wide-neck nursing bottles boosted both sales and income. We are steadily progressing toward a highly profitable business structure

- Q4 YTD* sales was up 1% in Malasia, flat in the Middle East, down 1% in India and down 8% in Indonesia YoY. Australia posted dramatic growth of more than 50%.
- Q4 YTD sellout grew in the Middle East, India, Australia, and Vietnam YoY. Indonesia recovered to the previous year's level.
- In nursing bottles/nipples, the sales percentage of wide-neck nursing bottles rose over 10 pts (or over 60%) YoY, supported in part by the impact of the renewed brand of "SofTouch™" series. Newly launched, first Indian-made wide-neck nursing bottles "SoftLatch®2.0" also performed strongly.
- For our new Age-up product, a drinking cup "StarTouch™," in the new area, distribution areas were expanded, starting with major countries
- Q4 YTD sales of Natural Botanical skincare products increased YoY, primarily due to the solid performance of "Diaper Rash Cream," launched in the previous year as a new product.
- Q4 YTD gross margin (in JPY) of the Singapore Business grew 2.5 pts YoY as the shift toward wide-neck bottles progressed and plant operations enhanced.

Strengthening core products: Wide-neck nursing bottles

Accelerating the shift to wide-neck bottles under the "SofTouch™" series



Strengthening core products: Skincare

Expanding exposure of Natural Botanical skincare



FY Dec. 2025 Results - Business Summary By Segment

*Net sales: Sell-in on a local currency basis

Lansinoh Business

Europe performed strongly. North America also posted solid sales growth, driven in part by significant growth in nursing bottles/nipples, but profit declined due to the impact of U.S. tariffs

- Q4 YTD sales of Lansinoh group ended +2.2% YoY.
- North America offset the weak performance of breast pumps with strong results of nursing bottles/nipples and mainstay products such as breast milk pads, maintaining Q4 YTD sales at previous-year levels.
- Net sales in Europe was boosted significantly by the full-year contribution of breast pumps, further supported primarily by nipple cream, our mainstay product, and prenatal and postpartum care products in the new area.
- Q4 YTD sales of prenatal and postpartum care products rose YoY, maintaining strong growth mainly in Germany and Benelux.
- In North America and Europe, Q4 YTD sales of nursing bottles/nipples from Lansinoh brand rose dramatically over 40% YoY. High customer ratings were achieved.
- The lineup of nursing bottles/nipples and peripheral products were enhanced through expansion in size and material variations as well as collaboration with other brands.
- Q4 YTD gross margin (in JPY) of Lansinoh grew 0.5 pts YoY mainly by lower ocean freight rates and an improved product composition which offset the upward cost pressure of U.S. tariffs.

Strengthening existing products

Nursing bottles and nipples achieved high customer satisfaction.

Other new products related to breastfeeding to be launched continuously.



Brand : Communication

Strengthening information dissemination via social media.

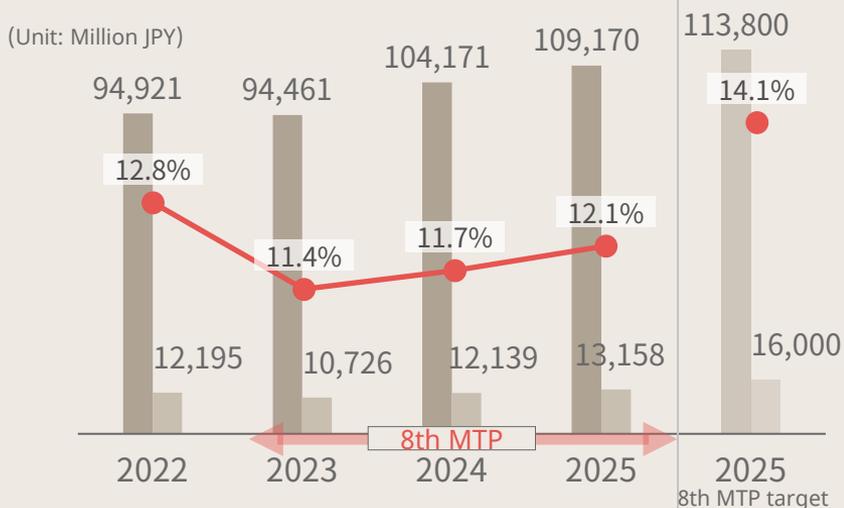


2. Mid-Term Management Plan

**2-1. 8th Mid-Term Management Plan
(2023 - 2025):
Summary and Challenges**

8th Mid-Term Management Plan Summary

While the financial target was not achieved due to the impact of ALPS treated water (China business) and inventory adjustment (Singapore business) in the first fiscal year, operating income (%) bottomed out in 2023 as a result of new product development and the expansion of business deployment areas



<p>Brand strategies</p>	<ul style="list-style-type: none"> ○ Rebranding of Bonyu-Jikkan, a core product in Singapore business region, completed. ○ Promoting unique activities (e.g. “Lesson for Learning About Babies”)
<p>Product strategies</p>	<ul style="list-style-type: none"> ○ Sales of core products remained solid. ○ Sales target was met in the new area (10.0 billion JPY).
<p>Regional strategy</p>	<ul style="list-style-type: none"> ○ Japan/Lansinoh remained steady. ✗ China faced decline in profit margins due to the impact of ALPS treated water and intensified competition. ✗ Inventories have been adjusted since 2022 and narrow-neck nursing bottles decreased in Singapore.
<p>ESG</p>	<ul style="list-style-type: none"> ○ Non-financial KPIs were achieved. ○ External evaluations improved mainly through progress in our initiatives and enhanced disclosure.

	2022	2023	2024	2025	2025 8th MTP target
EPS (yen)	71.72	62.06	70.00	71.65	86.92
ROE*	11.4%	9.6%	10.5%	10.4%	14.0%+
ROIC*	10.9%	9.3%	10.3%	10.8%	15.0%+
PVA* (Million JPY)	4,617	3,480	4,353	4,948	7,000+
CCC (days)	119.2	122.9	116.1	126.5	-

*ROE: Calculated with equity being the average of the beginning and ending balances
 *ROIC: NOPAT/Invested capital, calculated with a tax rate of 30.0% and invested capital being the average of the beginning and ending balances
 **PVA: Pigeon Value Added A unique management indicator based on economic value added, calculated as NOPAT – capital cost (invested capital × WACC)

8th MTP Results (1): Solid Growth in Core Products

Nursing bottles/nipples and breast pumps drove **over 10% sales growth in core products**

Core products



Nursing bottles/nipples



Skincare



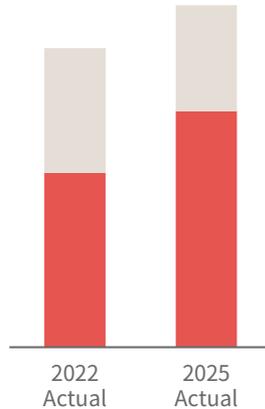
Breast pumps



Oral care

Sales growth of core products

■ Core products ■ Others

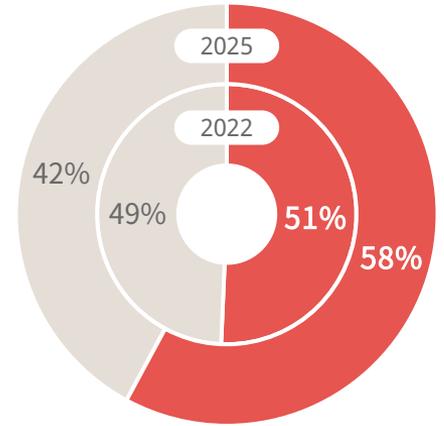


Corporate
3-year net sales CAGR + 4.8%

Core products
3-year net sales CAGR + 10.6%

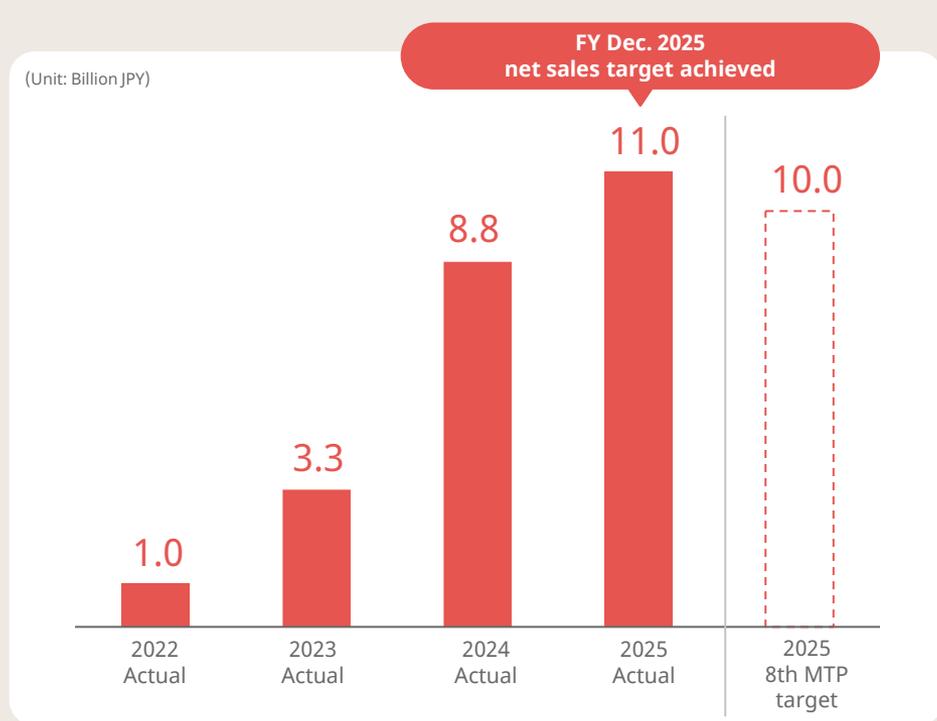
Sales mix of core products

■ Core products ■ Others



8th MTP Results (2): Developing New Areas

New areas including women's care, baby care appliances, drinking cups grew steadily



Women's care

2022-2025 CAGR
+45.7%

Others
(e.g. baby care appliances)

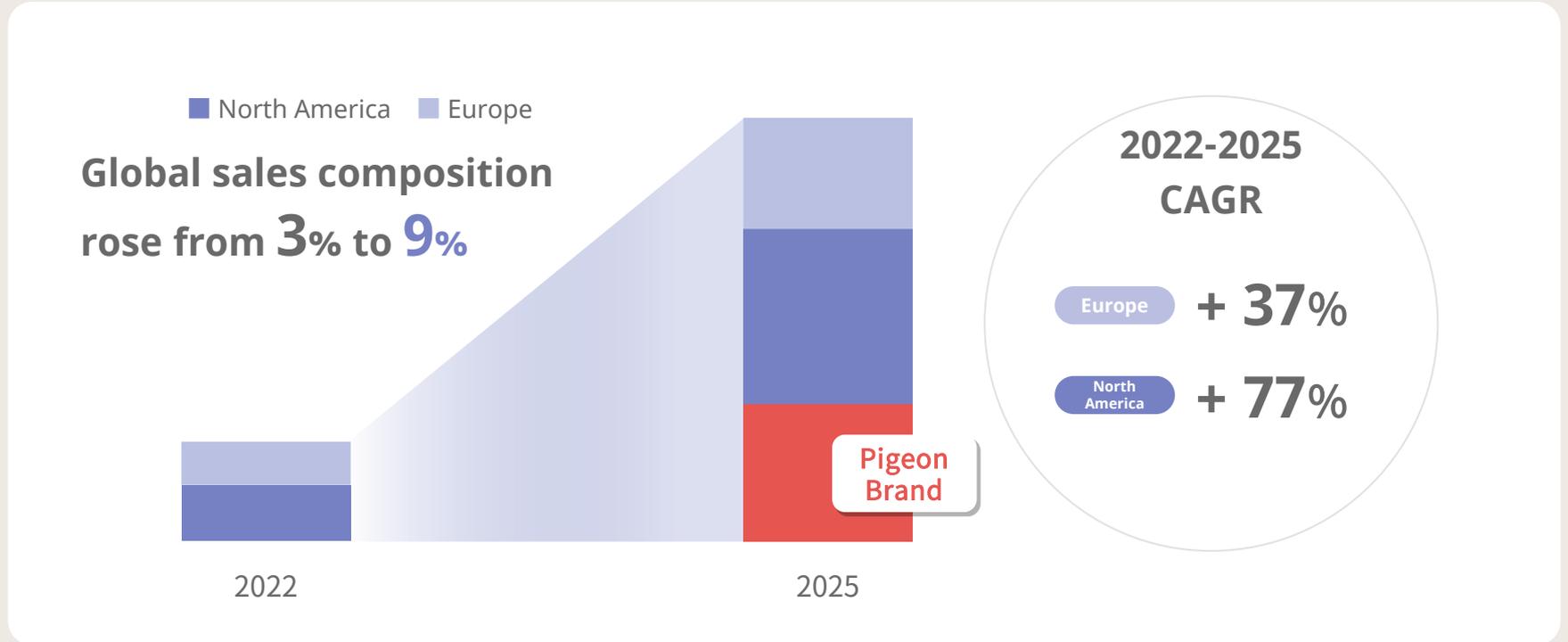
2022-2025 CAGR
+112.1%

Age-up
(e.g. drinking cups)

2022-2025 CAGR
+133.7%

8th MTP Results (3): Expansion of our Target Market

Sales of nursing bottles/nipples grew fourfold in North America and Europe: Its global sales composition increased from 3% to 9%



8th MTP Results (4): Promoting Group-wide ESG Initiatives

Promoting E, S, and G initiatives to mitigate **medium-to-long-term business risks**

【Activity Results / Key Achievements】

- ① Became a signatory to the United Nations Global Compact (UNGC) in 2023; promoting initiatives to respect human rights.
- ② Formulated the "Pigeon Green Action Plan" and launched group-wide initiatives to reduce environmental impact (since 2023).
- ③ The Pigeon Group's 2030 GHG emissions reduction targets were certified by SBTi as Science Based Targets (SBT) in 2025.
- ④ Improved ratings from ESG assessment institutions; included in all ESG indices used by GPIF (as of the end of 2025).

	2023	2024	2025
FTSE ESG Rating	3.8	3.9	4.3
MSCI ESG Rating	BBB	AA	AA

8th MTP Challenges

Earnings volatility driven by **high exposure to the China Business**

High concentration of operating income
in the China Business

Erosion of profit margins
in the China Business

Stagnated growth
in consolidated operating income

Delayed recovery in stock price

2-2. What We Aim to Achieve in the Long Term

What We Aim to Achieve in the Long Term

-We will create and promote “baby-friendly environment” for babies around the world-

Offering nursing bottles that support a baby’s very first sip and a variety of other products and services, we have thoughtfully tailored to babies’ needs in pursuit of our corporate vision of love.

We aim to make the world a more baby-friendly place by creating new values that support the healthy development of as many babies as possible in more countries and regions, generating synergies with partners who share our aspirations.

By furthering our commitment to understanding and addressing babies’ unique needs, we will not simply provide products and services but take the initiative in addressing environmental, social, and other challenges that surround them.

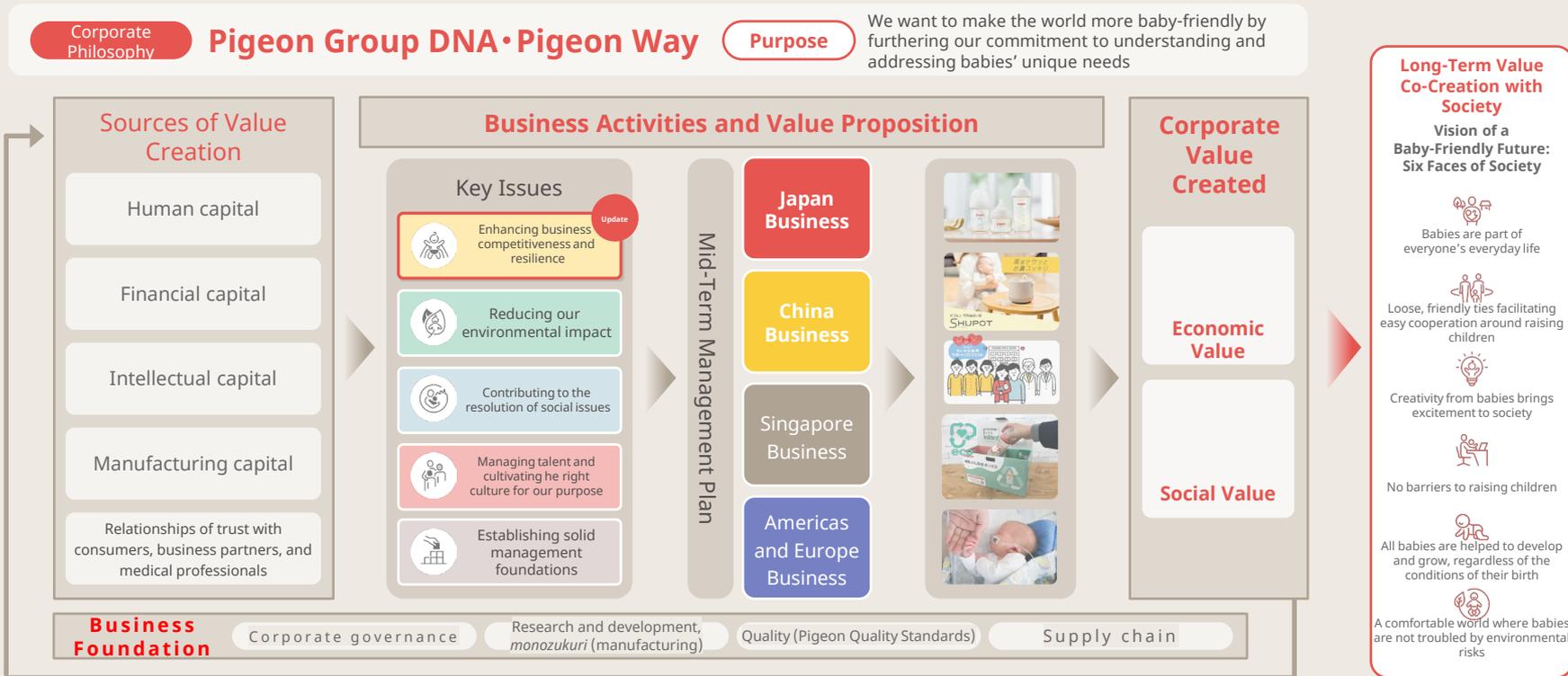
To stay committed to creating a baby-friendly future for babies, we will continue to operate our business and grow as an entity indispensable to society.



2-2. What We Aim to Achieve in the Long Term

Value-Creation Story

Update **key priorities** in response to changes in the business environment



Key Issues for Pigeon over the Mid and Long-Term (Materiality)

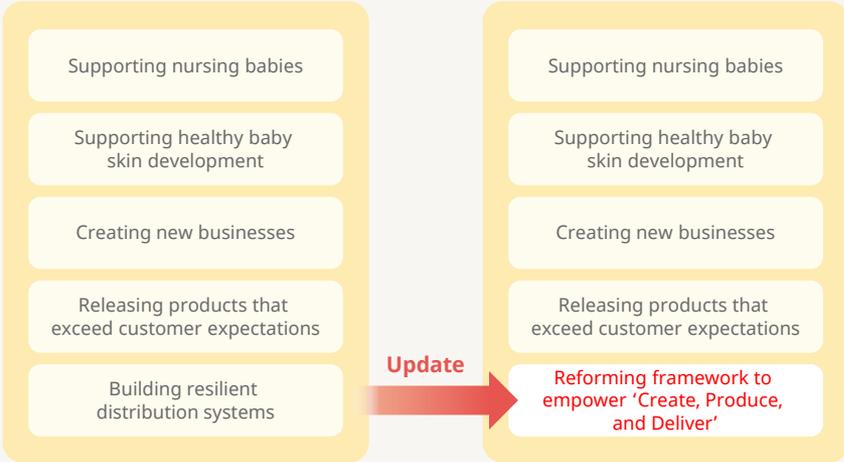
Individual Issues have been updated



Key Issue
 Enhancing business competitiveness and resilience

What We Aim to Achieve

Building resilient distribution systems that can empower 'Create, Produce, and Deliver,' expand our corporate value over the medium to long term, and become essential to society.



- Sustaining resilient distribution systems
- Fundamentally transforming our approach to *Monozukuri* by promoting collaboration and cocreation with external partners

Reform framework to empower 'Create, Produce, and Deliver'

2-2. What We Aim to Achieve in the Long Term

Basic Direction of Business Strategies:

Becoming Unrivaled No.1 in Global Share for Nursing Bottles/Nipples

As a step toward sustainable growth, we aim to double the **global market share of nursing bottles/nipples to 20%**

Strength/Asset

Research on babies and moms for 60 years or more

High-quality products/ powerful sales network

Strong brand power

Talent and corporate culture that resonate with Purpose

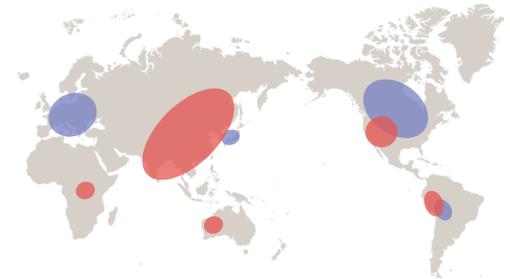
Solid management foundation and strong capital base

Growth Potential

Regions where Pigeon/Lansinoh brands currently operate

● pigeon

● Lansinoh.



pigeon  **Lansinoh.** Both brands enter **untapped areas and product segments**

Pigeon (for babies) and Lansinoh (for moms) will work synergies to **secure an unparalleled position** in the nursing bottles/nipples market, delivering the world's top-tier quality and profitability, and **fuel growth of core product lineup**

Why We Focus on Nursing Bottles/Nipples (1)

Products with the highest **competitiveness and profitability**, which form the source of **strong brand power**



Competitive advantages, brand trust, and high profitability brought by long-term research + production technologies

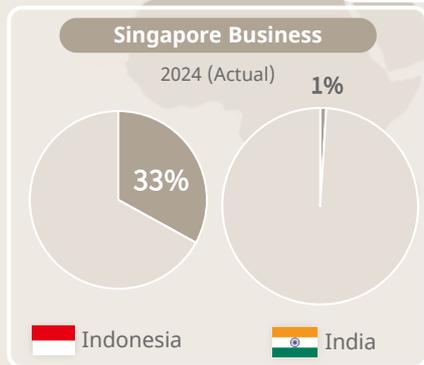
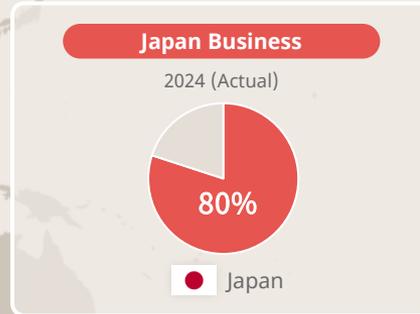
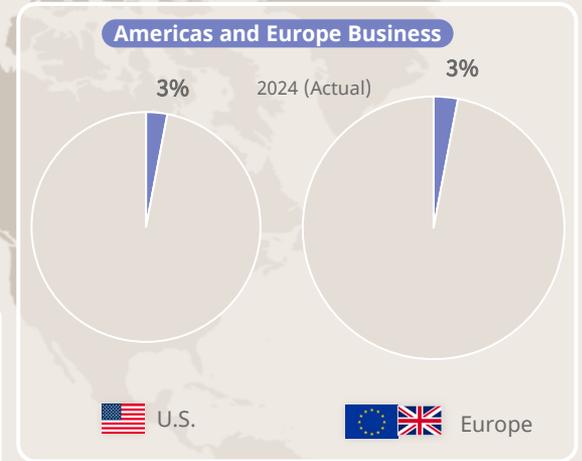
Life-sustaining essentials Starter products for childcare

Nursing bottles' potential as the core product from which the brand can expand into adjacent products.

Even as the current global No.1 brand, our market share remains around 10%, leaving significant room for growth. By focusing our resources on **nursing bottles**, our corporate **DNA**, we will build a solid foundation for continued global growth.

Why We Focus on Nursing Bottles/Nipples (2)

Significant "white space" opportunities (growth potential) in massive markets such as North America, Europe, and India

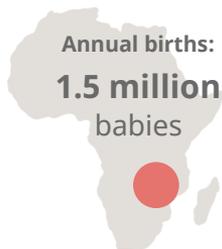


Our Market Share in the Bottle and Nipple Market by Country*

Why We Focus on Nursing Bottles/Nipples (3)

Our firm conviction that babies worldwide are waiting for Pigeon and Lansinoh nursing bottles/nipples products

A message from Pigeon Kenya



One day in 2024:

“Can you deliver another WN3 immediately?” A mom of a week-old baby sent us a video with a message enclosed on the same day after the product was delivered.



I have never imagined it.
My baby drank out of a nursing bottle!
It was simply amazing!

Complimentary comments on Lansinoh products

★★★★★ · 4 months ago
Life saver!!
My daughter was choking on the flow of every other bottle nipple I tried and wouldn't be able to latch right due to her lip tie! These nipples not only pass the triangle test but she has never latched and ate better until I bought these! I'm so so thankful cause now my baby can take a bottle happily without choking and with little to no gas at all! I will be buying more for future babies!

★★★★★ · 8 months ago
Love!
My breastfed baby loves these! So glad I could find one that my baby will take. Definitely recommend!

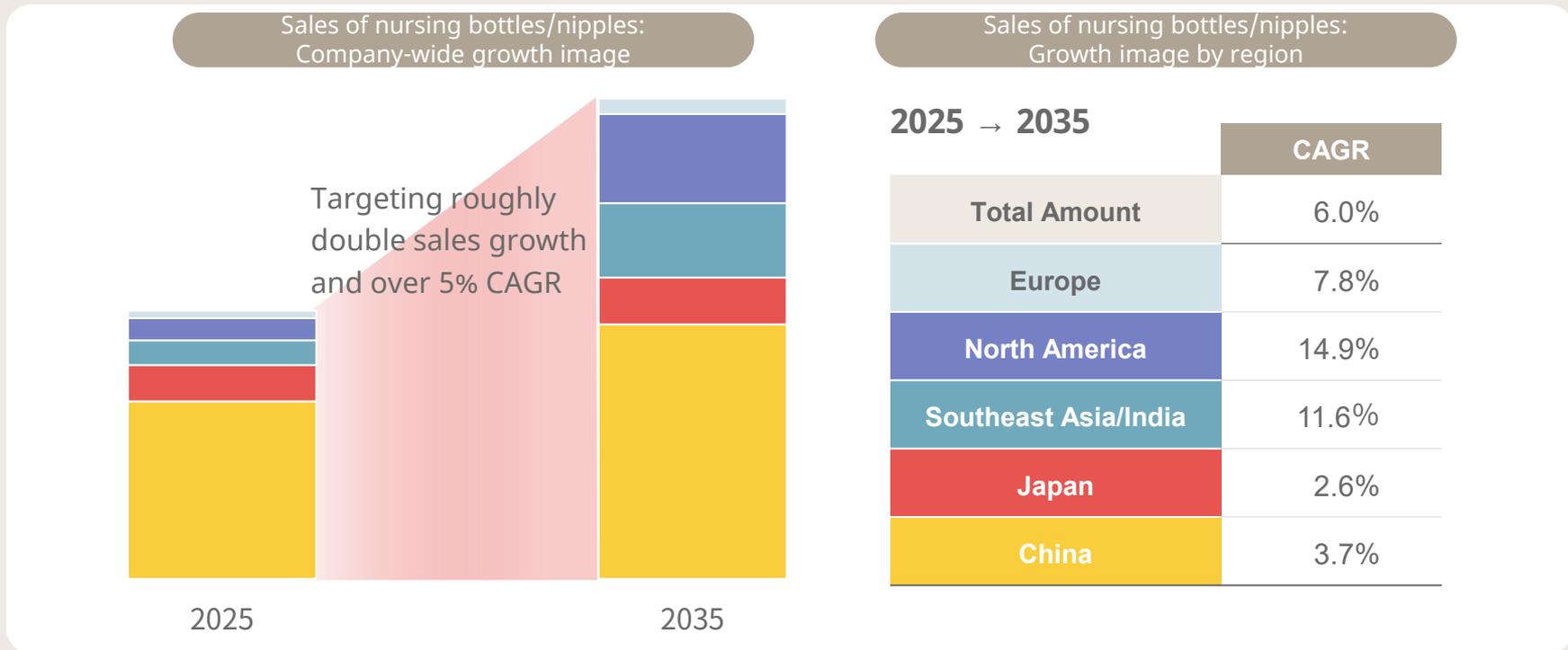
Complimentary comments on Pigeon products

The Pigeon wide-neck glass baby bottles have been an excellent purchase. Their aerodynamic shape makes them easy to hold, and the glass material feels sturdy and high-quality. The included SS (0.0 ft+) nipples have a natural, gentle feel, which is great for newborns and helps with a smooth feeding experience. I really appreciate how easy they are to clean —the wide neck makes a big difference. They also handle heat well, so sterilizing them is quick and hassle-free. The anti-colic design is another great feature that helps keep feedings calmer and more comfortable.

I love these glass bottles! Using plastic bottles wasn't sitting right with me so I decided to purchase these and I would absolutely urge anyone looking to get glass bottles to give these ones a try. I was having trouble latching my baby while bf so I exclusively pumped for the first month of his life. I like that there is an indicator line telling you where your baby's mouth should be latching. Lo and behold, I tried to bf again and these bottles trained my baby how to latch...I mean it was almost instantaneous, I cried tears of joy. Get these bottles!!!

2-2. What We Aim to Achieve in the Long Term

Goal to Achieve in 10 Years:
 To Double the Sales of Nursing Bottles/Nipples from the 2025 Level
 While also **considering growth through M&A**, we aim to achieve our goals



Five Strategic Moves to Maximize Corporate Value

- **Rebuilding our management foundation** to pass on our care for babies into the future -

Strengthening execution capabilities through CXO system

Cross-functional collaboration by CxOs to enhance capabilities, accelerate decision-making, and strengthen governance across all business units

Enhancing our financial management framework

Enhancing managerial judgment accuracy by building a data management system that emphasizes real-time responsiveness

Restructuring regional strategies

Restructuring of strategy for the high-growth potential North American market. And renaming of the Lansinoh business to 'Americas & Europe Business' with a view to capturing market share for both Pigeon and Lansinoh

Accelerating business by leveraging external expertise

Maximizing growth speed by leveraging external resources through collaboration with JAC*

*Japan Activation Capital, Inc.

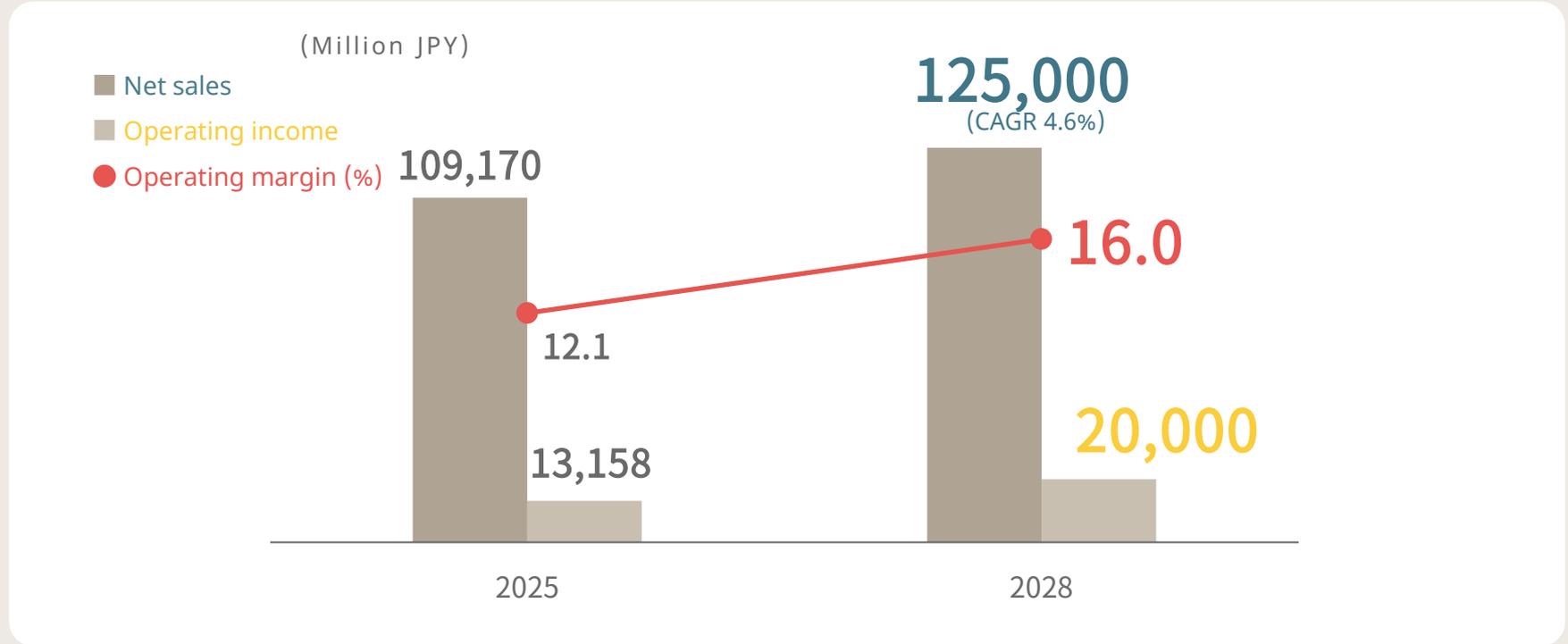
Firmly committed to stock price and profitability

Transforming minds by instilling awareness to enhance profitability and corporate value

2-3. 9th Mid-Term Management Plan

Financial Targets of the 9th Mid-Term Management Plan

Aiming to achieve both sales growth and enhanced profitability, we target net sales of ¥125 billion, operating profit of ¥20 billion, and an operating margin of 16%



Basic Direction of the 9th Mid-Term Management Plan

Aiming to achieve **sustained growth with profitability**

Financial Targets

Net Sales:

125.0 bil. yen

Operating

Income:

20.0 bil. Yen

**(Operating Margin
16.0%)**

Product strategy

- Accelerating growth of core product groups centered on nursing bottles (core products, sub-core products)
- LTV* expansion with Age-up products

Regional strategy

- Accelerate growth in our top-priority Americas and Europe regions, as well as our high-potential Singapore business
- Secure group profitability through stable growth in our Japan and China businesses

Reinforcement of management foundations and steady implementation of ESG

- Management structures promoted from the regional and functional aspects
- ESG to support growth strategies

Product Strategy (1): Growth Driver in the 9th MTP

Focus on **Core products** and newly defined **Sub-core products***

*Product groups outside core products with high earnings contribution and new product groups developed under the 8th Mid-Term Plan

Core products



Nursing bottles /
Nipples



Skincare



Breast pumps



Oral care

Sub-core products



Women's care*1



Drinking cups



Baby care appliances



Baby foods

Product Strategy (2): Expand LTV with Age-up Products

Position the **four product categories** (skincare, oral care, drinking bottles, and foods and beverages) as those **expected for Age-up** (for toddlers and beyond) and **extend their scope to kids** in order to expand our Lifetime Value



Regional Strategy: Key Countries

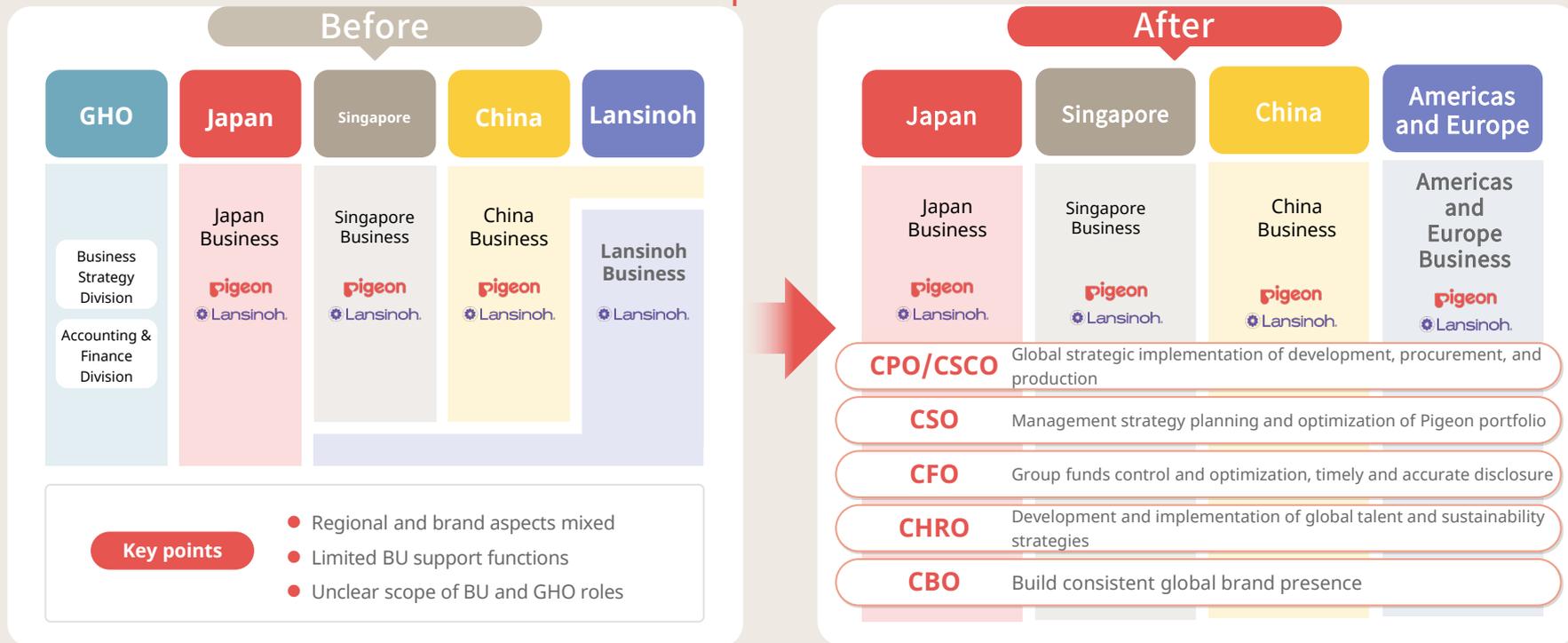
Position **the Americas and Europe** as top-priority countries as they represent white spaces for our nursing bottles and nipples.

Continue to commit strengthening businesses in Asian region including Japan and China

Americas and Europe Business	Singapore Business	Japan Business	China Business
<p>Top priority</p> 			
<p>Increase in market share of nursing bottles and nipples</p>	<p>Higher growth than ever before with India's contribution to revenue and continuous share expansion of wide-neck bottles</p>	<p>Stable growth of sales centered on core and sub-core products</p>	<p>Increase in market share of nursing bottles and nipples as well as stable growth of sales for skincare products and drinking cups</p>

Reinforcement of MGMT Foundations (1): MGMT Reformation to Support MTP

Promote management structures from the regional and functional aspects. Rename Lansinoh Business to **Americas and Europe Business**



Reinforcement of MGMT Foundations (2): Human Capital to Support Growth Strategy

Maintain and improve empathy with Pigeon’s Purpose as our strengths. Aim at employee growth and engagement improvement by strategic investment in talents



Reinforcement of MGMT Foundations (3): Steady Efforts on ESG

Update environmental KPIs to reduce our environmental impact



Environmental impact reduction

To leave a rich Earth for the future of babies born tomorrow, we will implement the “Pigeon Green Action Plan” aimed at creating a decarbonized, circular, and nature-harmonious society.



Individual Targets	Classification	2030 Year
GHG Emissions Reduction (Scope 1, 2, 3)	General	70% reduction in Scope 1 & 2 GHG emissions (absolute target compared to FY2018)
	Products	25% reduction in Scope 3 Category 1 & 12 GHG emissions (absolute target compared to FY2021)
Circular Manufacturing	PKG	60% of packaging using plant-based or recycled materials (by weight)
		100% use of reusable/recyclable/compostable packaging
	General	Waste reduction: Maintain reuse/recycling rate of 95% or above Reduction in water usage at manufacturing plants (1% reduction per annum per unit of sales) NEW
Sustainable Resource Use (Paper, Palm Oil)	PKG	100% use of sustainable paper in packaging
	Products	100% use of RSPO-certified palm oil in in-house produced skincare/laundry/cleaning and disinfecting products (including B&C method)
		100% ratio of certified paper and certified pulp used in dry products*1 NEW <small>*1 Applicable to pulp, tissue, and release paper in dry products (Breast Pads, etc.)</small>
		100% procurement traceability verification for paper and pulp used in dry products*1 NEW
		100% traceability* verification for raw materials ""palm oil, palm kernel oil, and their derivatives"" procured for in-house production NEW <small>-Regularly obtain information from suppliers up to oil mills, and publish mill lists on the website</small>

9th MTP: Financial Targets

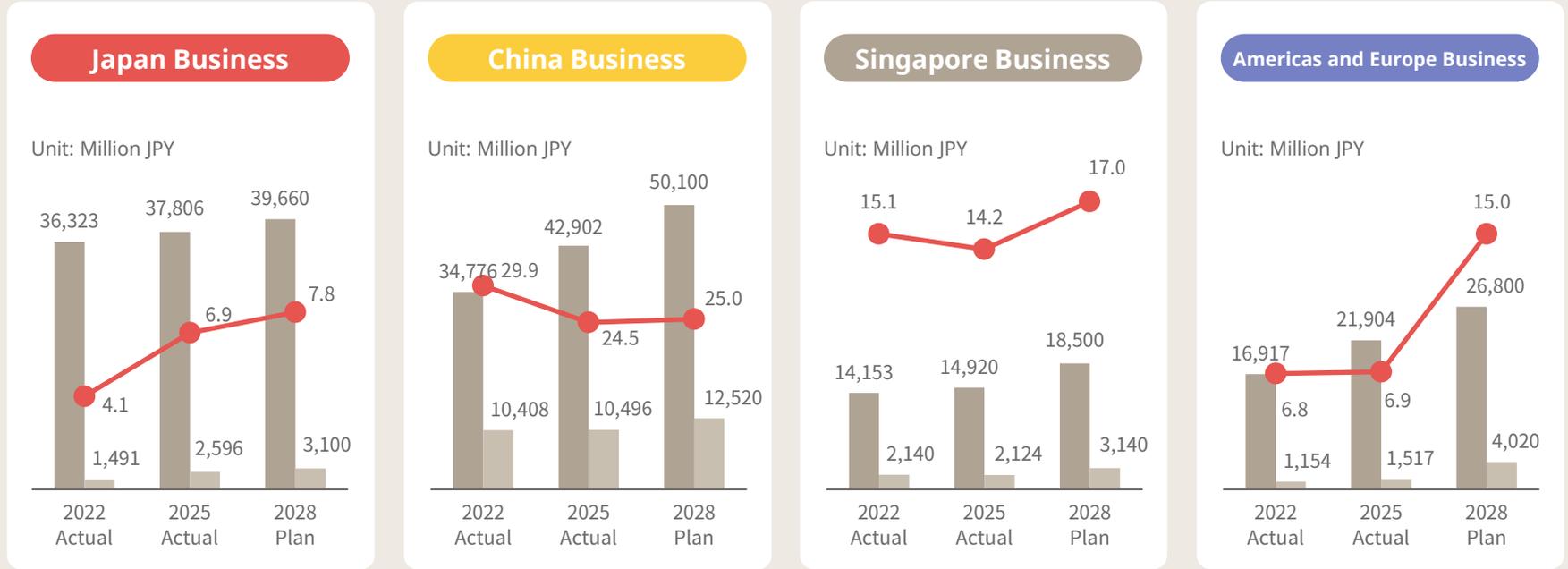
FY2028: +4.6% Net Sales CAGR, 16.0% Operating Margin

(Unit: Million JPY)	FY Dec. 2025 Actual	FY Dec. 2028 Plan
Net Sales	109,170	125,000
Cost of Sales	54,331	59,600
Gross Profit	54,839	65,400
SG&A Expenses	41,680	45,400
Operating Income	13,158	20,000
Net Income Attributable to Owners of Parent	8,570	13,160
EPS (yen)	71.65	110.02
Gross Margin	50.2%	52.3%
Operating Margin	12.1%	16.0%
ROE	10.4%	14.9%
ROIC	10.8%	15.4%
PVA	4,948	9,443

	FY2025 Actual rate	MTP rate
1 USD	149.66	150.00
1 RMB	20.82	21.50

9th MTP: Financial Targets (by Segment)

■ Net sales ■ Operating income ● Operating margin



Note: The former Lansinoh business will change its segment name to Americas and Europe Business starting this fiscal year.

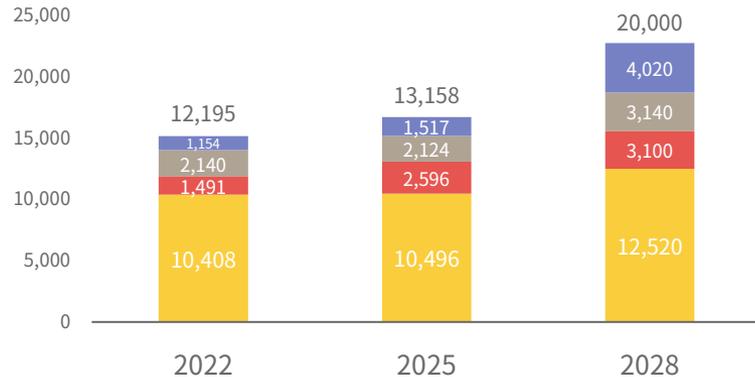
9th Mid-Term Management Plan Quantitative Targets

Americas & Europe Business profit contribution up 9pt, **reducing exposure to the China Business**

Operating Profit by Business Segment

■ China ■ Japan ■ Singapore ■ Americas and Europe

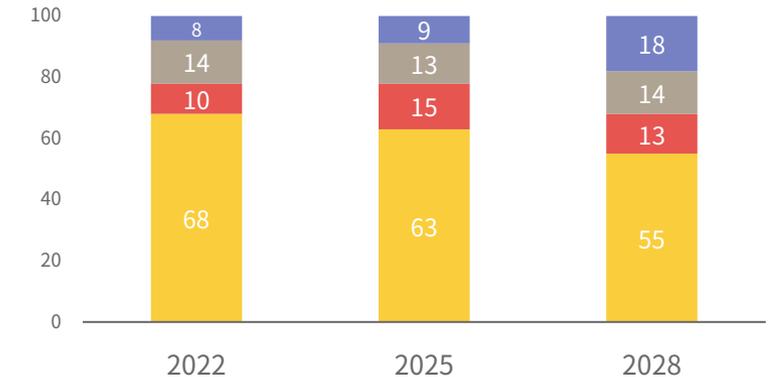
Unit: Million JPY



Consolidated Operating Profit Composition Ratio

■ China ■ Japan ■ Singapore ■ Americas and Europe

(%)



*2028 Operating Profit is adjusted (Singapore, Americas & Europe)

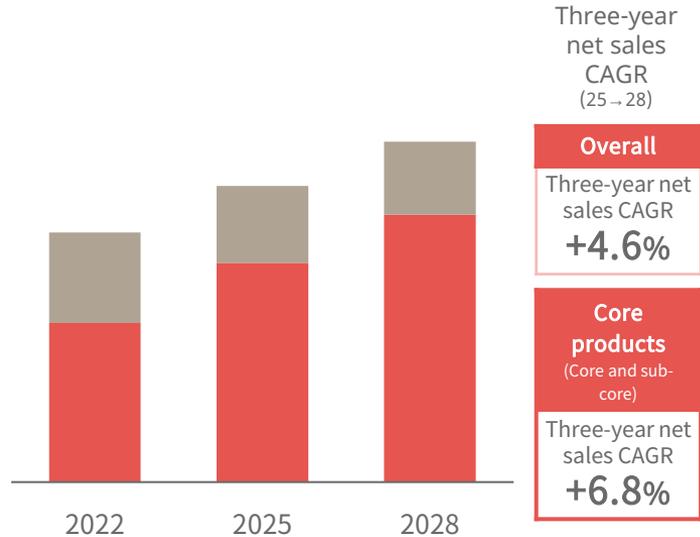
*Simple sum of each business segment's operating profit

Factors Enhancing the Feasibility of Achieving the MTP (1)

Sales mix expansion for core products is already in progress, and steady progress is shown to achieve higher profitability

Net sales

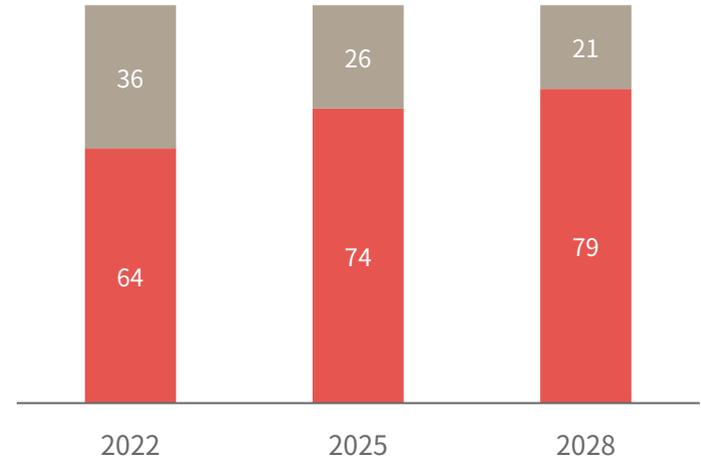
■ Core products ■ Others



Product-by-product sales composition ratio as a percentage of total company sales

■ Core products ■ Others

(%)



Factors Enhancing the Feasibility of Achieving the MTP (2)

In the North American market, Lansinoh and Pigeon nursing bottles and nipples have **earned high praise**. Sales have shown extremely **high growth rates**, and expectations for the future are high

Sales Trends for Lansinoh & Pigeon in North America

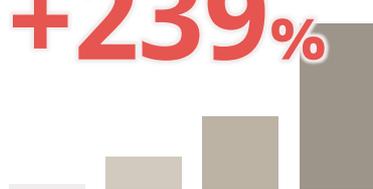


2022-25

2022-25

CAGR
+49%

CAGR
+239%



Achieving high market recognition

The Best Bottles for Breastfed Babies

Babylist Pick

Lansinoh Anti-Colic Baby Bottles - 5 Oz
From \$18.69
[Learn More](#)

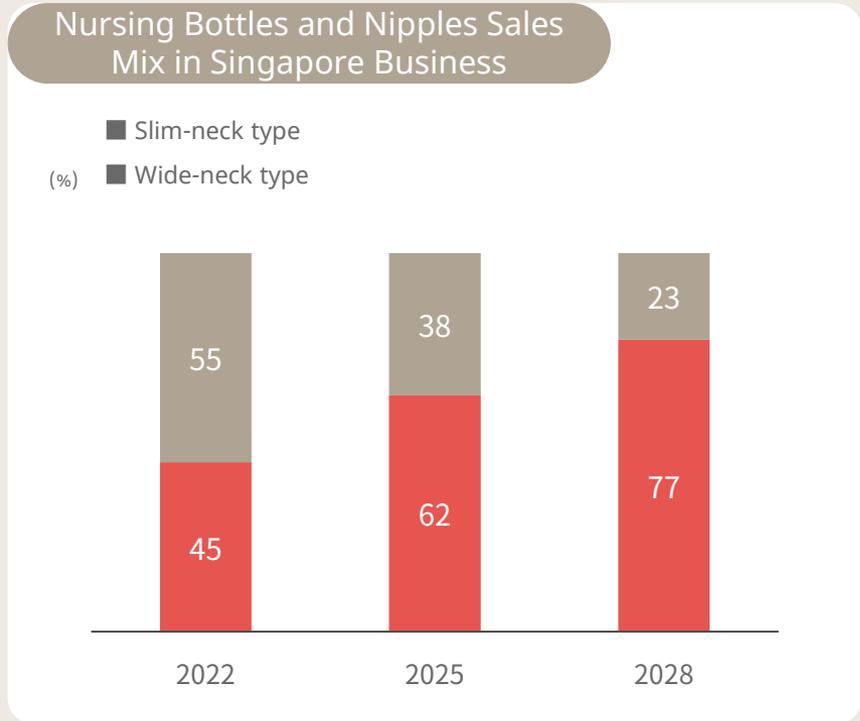
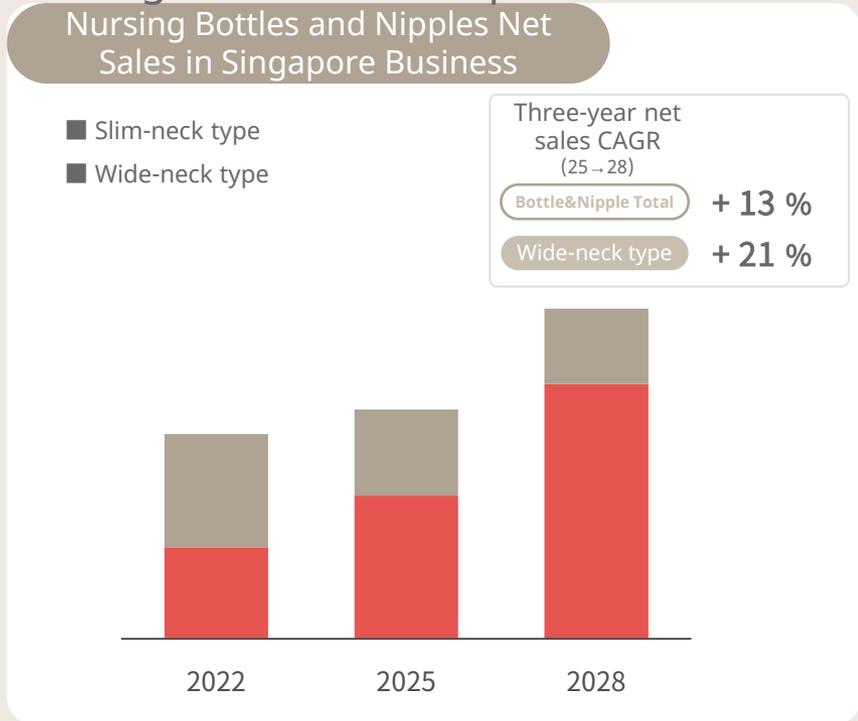
Runner Up

Pigeon PP Nursing Bottle Wide Neck...
From \$32.99
[Learn More](#)



Factors Enhancing the Feasibility of Achieving the MTP (3)

Steady increase is shown in sales ratio of wide-neck bottles in Singapore Business, and stable growth can be expected in the future



Expanding Wide-Neck Bottle Penetration in Singapore Business

Driving Market Entry with **New Value-Oriented Wide-Neck Products** for Price-Sensitive Markets

New Wide-neck Bottle Products
Considering Price Range and Local Needs

Released in 2025

First "In-House India-Made" Wide-Neck
for the growing Upper-middle class



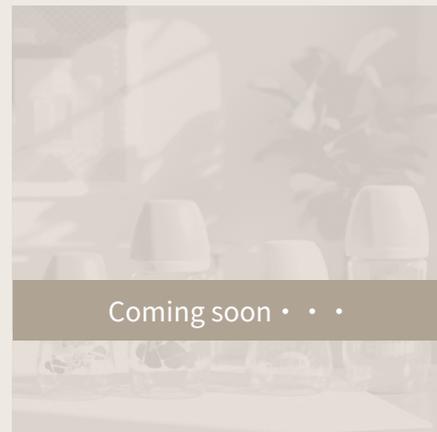
Release scheduled in Feb. 2026

High-end stainless bottle for
Indian market



Release scheduled in 1H 2026

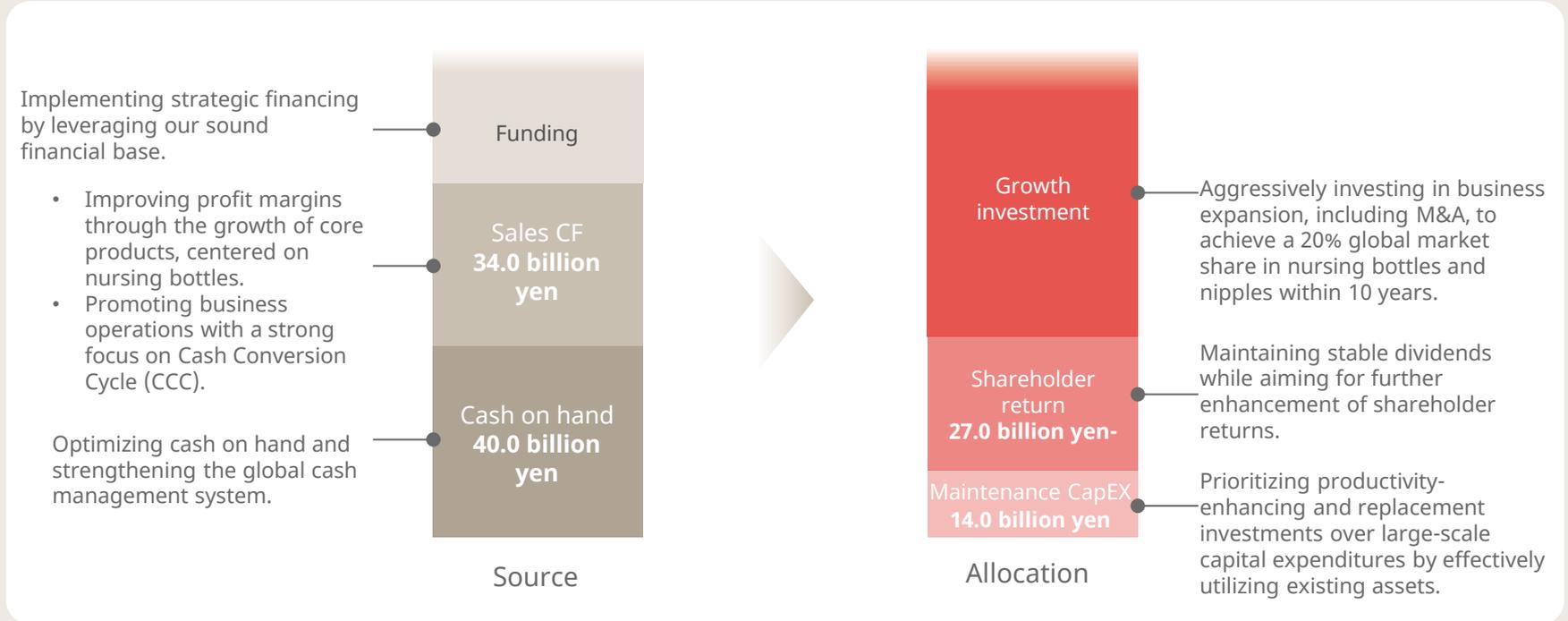
Strategic products for emerging
countries including Indonesia



Capital Allocation Strategy (2026-2028)

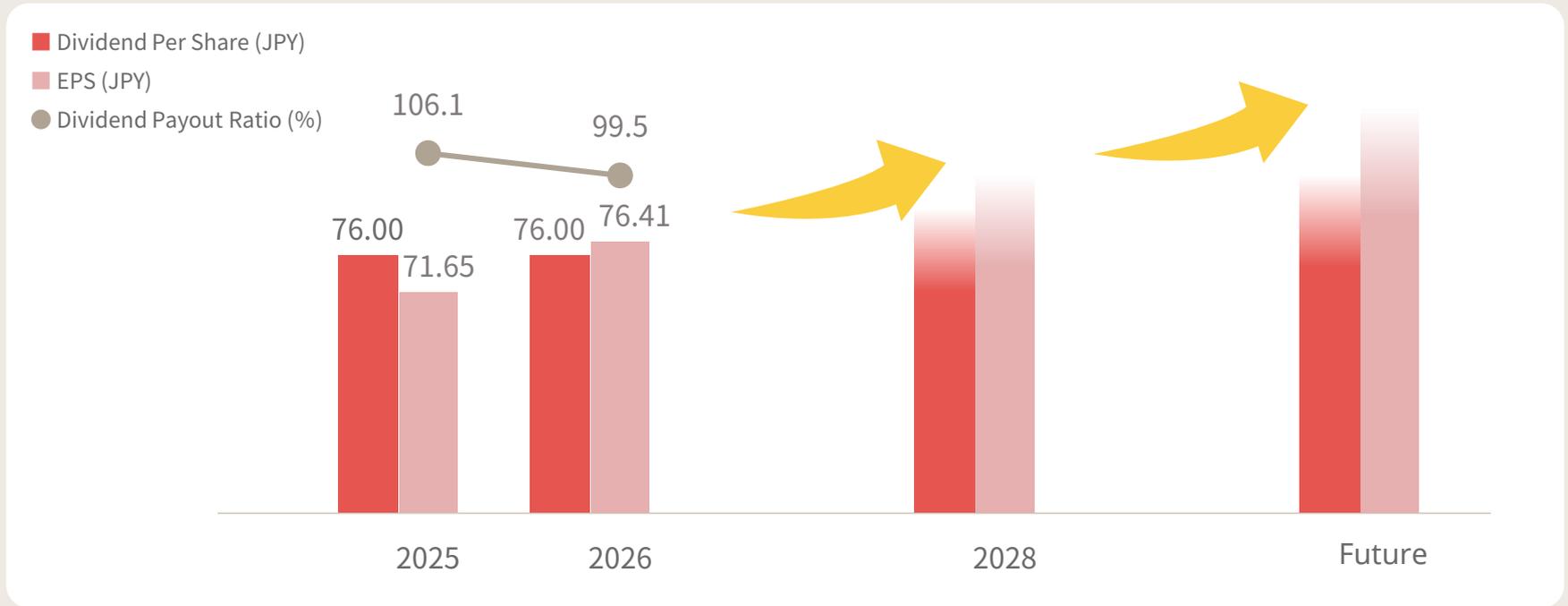
Prioritizing growth investment while maintaining **stable returns**.

Driving core product growth through concentrated investment and Flexible M&A



Shareholder Return Policy

Committed to **stable dividend continuity** at current levels, while ensuring **EPS growth to enable future dividend hikes**



3. Earnings Forecast for FY Dec. 2026

FY Dec. 2026 Earnings Forecast (Group Consolidation)

Ensuring profit growth in Year 1, despite increased SG&A from **strategic front-loaded investment in North America**

Unit: Million JPY	FY Dec. 2025		FY Dec. 2026		
	Actual	% of Total	Earnings Forecast	% of Total	YoY change
Net Sales	109,170	100.0%	113,500	100.0%	104.0%
Cost of Sales	54,331	49.8%	55,000	48.5%	101.2%
Gross Profit	54,838	50.2%	58,500	51.5%	106.7%
SG&A Expenses	41,680	38.2%	44,600	39.3%	107.0%
Operating Income	13,158	12.1%	13,900*	12.2%	105.6%
Ordinary Income	13,681	12.5%	14,150*	12.5%	103.4%
Net Income Attributable to Owners of Parent	8,570	7.9%	9,140	8.1%	106.7%

* Not include subsidy income, etc.

[Currency rates] FY Dec. 2026 Plan: US\$1 = JPY 150.00 / CNY 1 = JPY 21.50

FY Dec. 2025 Actual: US\$1 = JPY 149.66 / CNY 1 = JPY 20.82 51

FY Dec. 2026 Earnings Forecast (by Segment)

Unit: Million JPY	FY Dec. 2025 Actual				FY Dec. 2026 Forecast				
	Net Sales	% of Total	Gross Margin	Segment Profit	Net Sales	% of Total	YoY Change	Gross Margin	Segment Profit
Consolidated	109,170	100.0%	50.2%	13,158	113,500	100.0%	104.0%	51.5%	13,900
Japan Business	37,806	34.6%	34.8%	2,596	37,900	33.4%	100.2%	35.6%	2,730
China Business	42,902	39.3%	54.4%	10,496	45,400	40.0%	105.8%	54.7%	11,200
Singapore Business	14,920	13.7%	42.7%	2,124	16,000	14.1%	107.2%	42.8%	2,290
Americas and Europe Business	21,904	20.1%	55.6%	1,517	23,200	20.4%	105.9%	57.3%	1,950
Elimination of Intersegment Transactions	(8,363)	(7.7%)	—	—	(9,000)	(7.9%)	—	—	—

[FYI] Major breakdown of Japan Business (provisional calculation using the former segments)

Unit: Million JPY	FY Dec. 2025 Actual				FY Dec. 2026 Forecast				
	Net Sales	% of Total	Gross Margin	Segment Profit	Net Sales	% of Total	YoY Change	Gross Margin	Segment Profit
Baby Care	28,787	—	38.7%	2,851	28,910	—	100.4%	39.9%	3,165
Childcare Services	3,313	—	16.0%	91	3,300	—	99.6%	16.4%	163
Health & Elder Care	3,948	—	33.5%	230	4,100	—	103.9%	32.6%	200

FY2026/12: Shareholder Returns and Investment Initiatives

Dividend	FY Dec. 2024		FY Dec. 2025		FY Dec. 2026	
	Interim (Actual)	Year-end (Actual)	Interim (Actual)	Year-end (Actual)	Interim (Forecast)	Year-end (Forecast)
Dividend per share (yen)	38	38	38	38	38	38
Dividend payout ratio	108.7%		106.1%		99.5%	
<Reference> Investment-related indicators (consolidated) Unit: Million JPY	FY Dec. 2024		FY Dec. 2025		FY Dec. 2026	
	Actual		Actual		Plan	
Capital investment (*1)	3,760		3,360		4,700	
Depreciation and amortization (*2)	4,876		4,601		4,500	
R&D expenses (*3)	4,286		4,065		4,600	

*1 Includes tangible and intangible fixed assets (including long-term prepaid expenses) and lease assets.

*2 Depreciation and amortization include amortization of goodwill and lease.

*3 Both plan and actual numbers are "Monozukuri expenses" aggregated by Pigeon.

Celebrate babies the way they are



pigeon

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 relate 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.

Head Office

Pigeon Corporation

4-4, Nihonbashi-Hisamatsucho, Chuo-ku, Tokyo
103-8480, Japan

URL <http://www.pigeon.co.jp/>
<http://www.pigeon.com/>

Appendix

Purpose

Our reason for being and the role we should play in society

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



Key Issues for Pigeon over the Mid and Long-term (Materiality)



Enhancing Business Competitiveness and Resilience

Becoming essential to society by expanding our corporate value over the medium to long term

Supporting nursing babies

Supporting healthy baby skin development

Creating new businesses

Releasing products that exceed customer expectations

Reforming framework to empower 'Create, Produce, and Deliver'



Reducing our Environmental Impact

Practicing eco-friendly *monozukuri* and leaving a rich earth for the future of babies born tomorrow

Using sustainable resources (paper & palm oil)

Circular manufacturing

Reducing greenhouse gas emissions (Scope 1, 2 & 3)



Contributing to the Resolution of Social Issues

Helping to resolve the social issues that affect babies and families

New products and services for babies needing support

Expanding use of products designed for maternity hospitals

Promoting responsible procurement

Participating in and supporting communities



Managing Talent and Cultivating the Right Culture for our Purpose

Cultivating an organizational culture in which all employees can shine as they embrace new challenges

Working environments that achieve self-fulfillment and growth

Ambitious organizational culture

Enriched investment in human resource development

Promoting diversity & inclusion



Establishing Solid Management Foundations

Securing a structural basis for bold and ambitious endeavors that will improve medium- to long-term corporate value

Reinforcing group governance

Reinforcing compliance

Reinforcing risk management

Dialogue with stakeholders

We formulated Vision of a Baby-Friendly Future by describing, in terms of **six specific faces of society**, the “baby-friendly” world envisaged in that Purpose. In order to realize its Vision of a Baby-Friendly Future, Pigeon will move forward step by step, seeking to increase the number of people in society who empathize with the vision and co-creating and taking action with a diverse range of stakeholders.



Vision of a Baby-Friendly Future

Vision of a Baby-Friendly Future website

<https://www.pigeon.co.jp/vision-of-a-baby-friendly-future/>

Six specific faces of society



Babies are part of everyone's everyday life



Loose, friendly ties facilitating easy cooperation around raising children



Creativity from babies brings excitement to society



No barriers to raising children



All babies are helped to develop and grow, regardless of the conditions of their birth



A comfortable world where babies are not troubled by environmental risks



Integrated Report

<https://www.pigeon.co.jp/ir/library/factbook/>

Sustainability

<https://www.pigeon.co.jp/sustainability/>

ESG Data Book

<https://www.pigeon.co.jp/sustainability/databook/>

The Pigeon Group seeks to maximize economic and social value through communications with all stakeholders, including shareholders and other investors. Visit our corporate website to learn about our latest management strategies, business results and ESG activities.

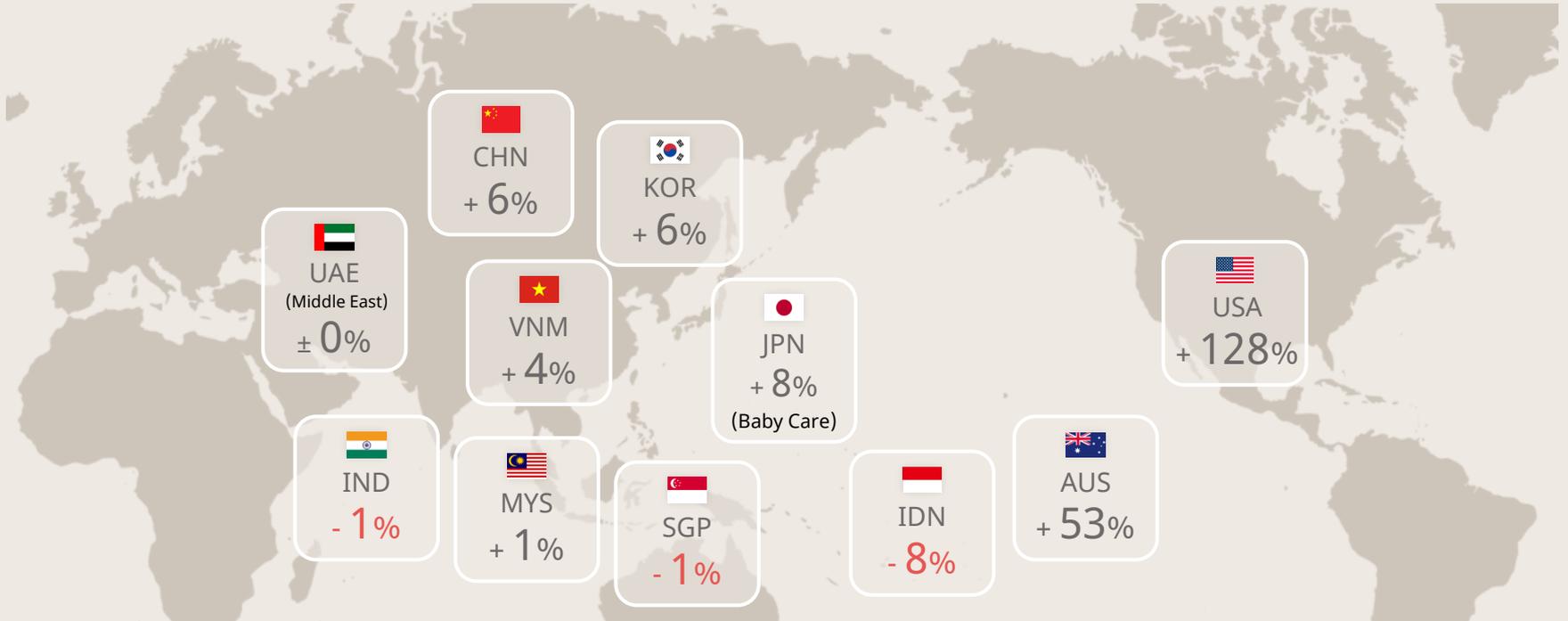
**For Reference:
FY Dec. 2025 Result Supplementary
Material**

FY Dec. 2025 Financial Highlights (Consolidated)

Unit: Million JPY	FY Dec. 2024		FY Dec. 2025		
	Actual	% of Total	Actual	% of Total	YoY Change
Net Sales	104,171	-	109,170	-	99.5%
Operating Income	12,139	11.7%	13,158	12.1%	102.0%
Ordinary Income	13,282	12.8%	13,681	12.5%	106.1%
Net income attributable to owners of parent	8,371	8.0%	8,570	7.9%	102.0%
Net Assets	84,607	-	85,887	-	101.5%
Total Assets	108,308	-	110,088	-	101.6%
EPS (JPY)	70.00	-	71.65	-	102.4%
BPS (JPY)	678.53	-	693.11	-	102.1%
ROE*	10.5%	-	10.4%	-	-
ROIC*	10.3%	-	10.8%	-	-

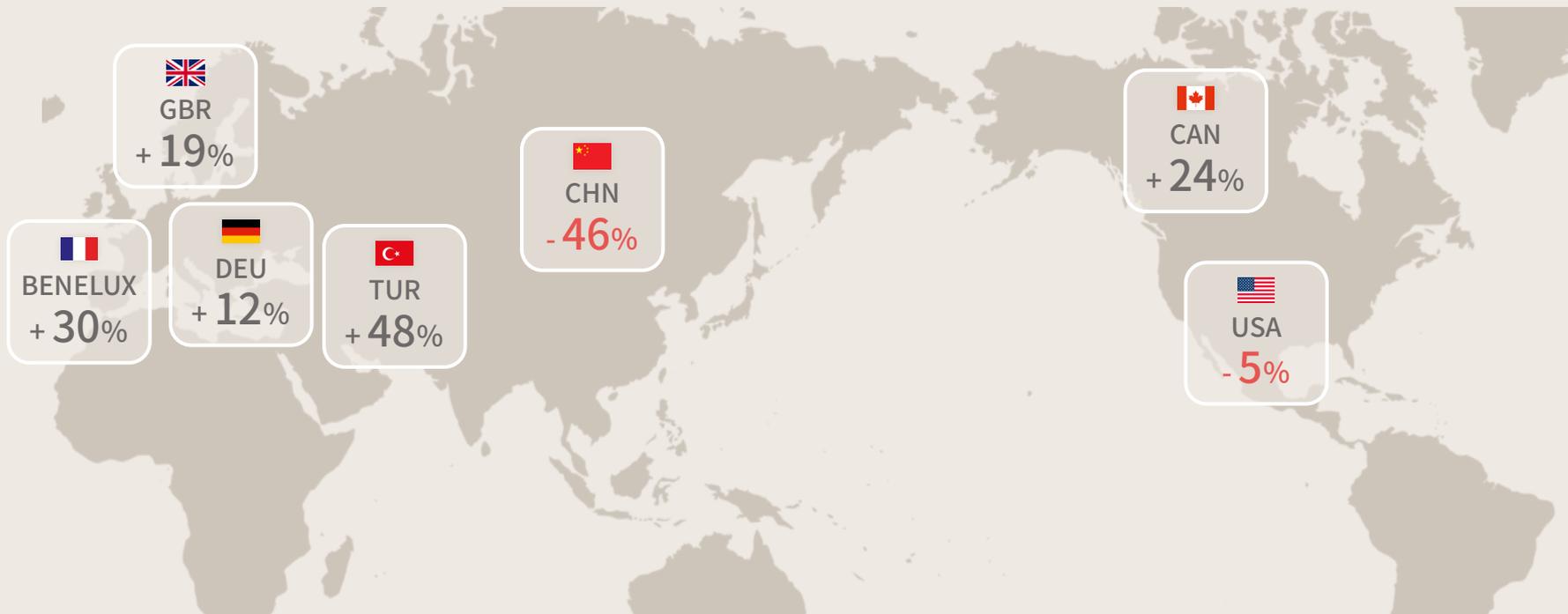
*Denominators are averages of beginning and end of period

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



*Sell-in result (local currency basis)

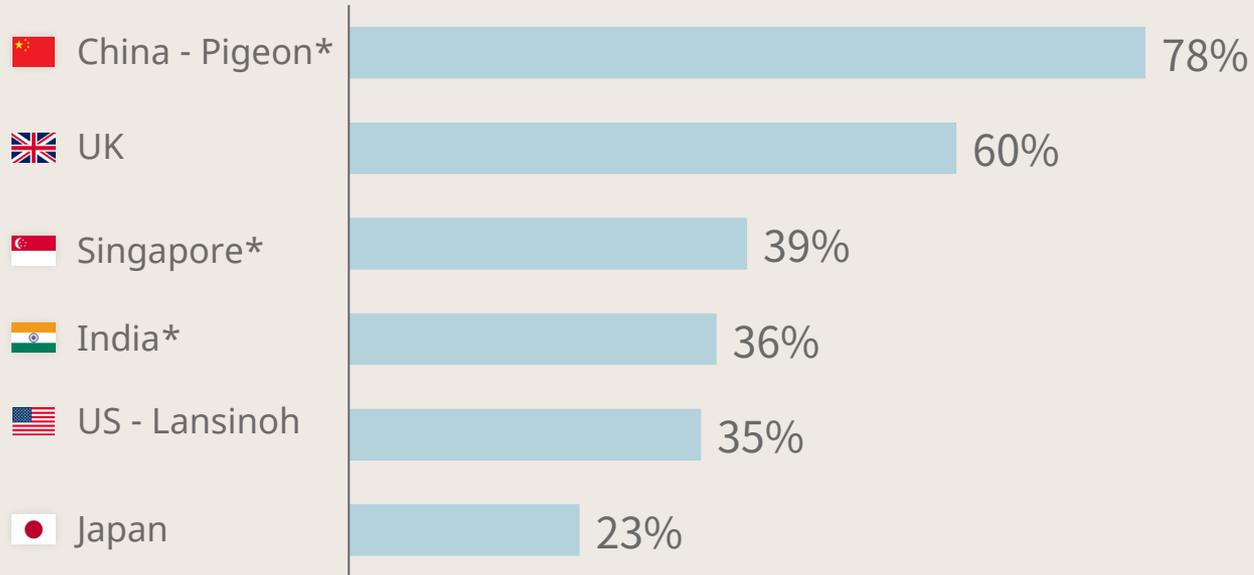
FY Dec. 2025 Results - Lansinoh Sales by Region* (YoY)



*Sell-in result (local currency basis)

FY Dec. 2025 Results - E-Commerce Ratio in Key Markets

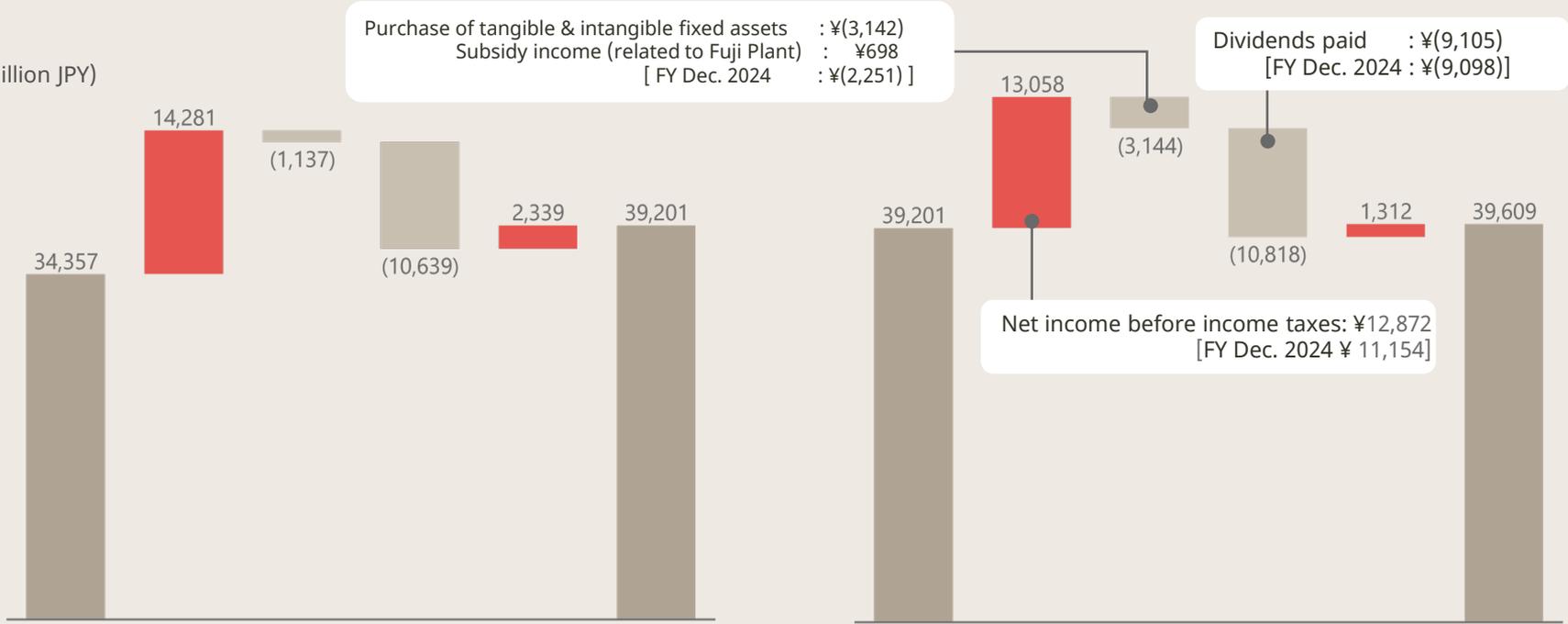
E-commerce sales ratio of Pigeon / Lansinoh products



*: Sell-out Others: Sell-in

FY Dec. 2025 Results - Consolidated Cash Flow Comparison

(Unit: Million JPY)



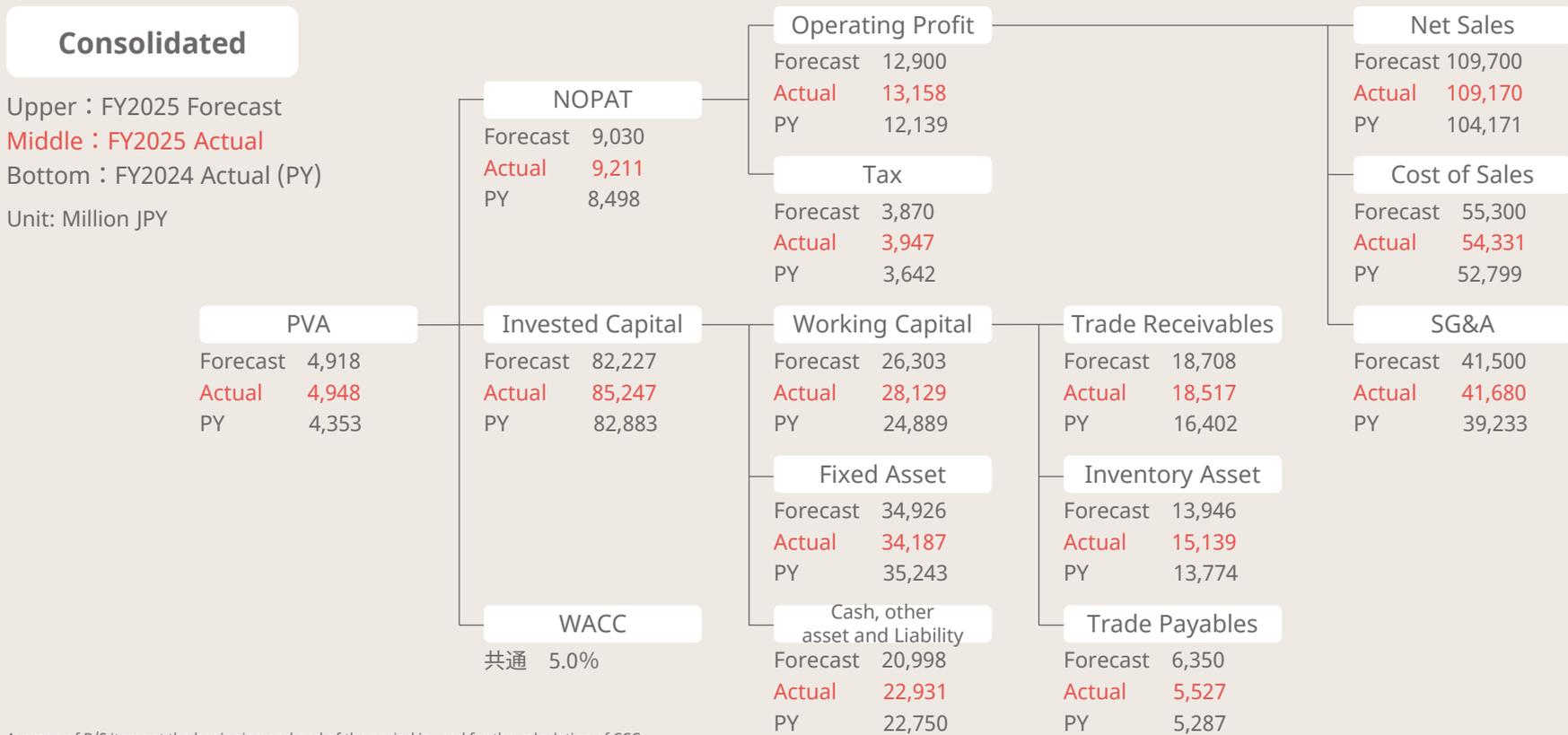
[FY Dec. 2024 4Qtr]

Beginning Balance	Operating Activities	Investing Activities	Financing Activities	Effect of Exchange Rate Changes	Ending Balance
34,357	14,281	(1,137)	(10,639)	2,339	39,201

[FY Dec. 2025 4Qtr]

Beginning Balance	Operating Activities	Investing Activities	Financing Activities	Effect of Exchange Rate Changes	Ending Balance
39,201	13,058	(3,144)	(10,818)	1,312	39,609

FY Dec. 2025 Results - Consolidated PVA Tree



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

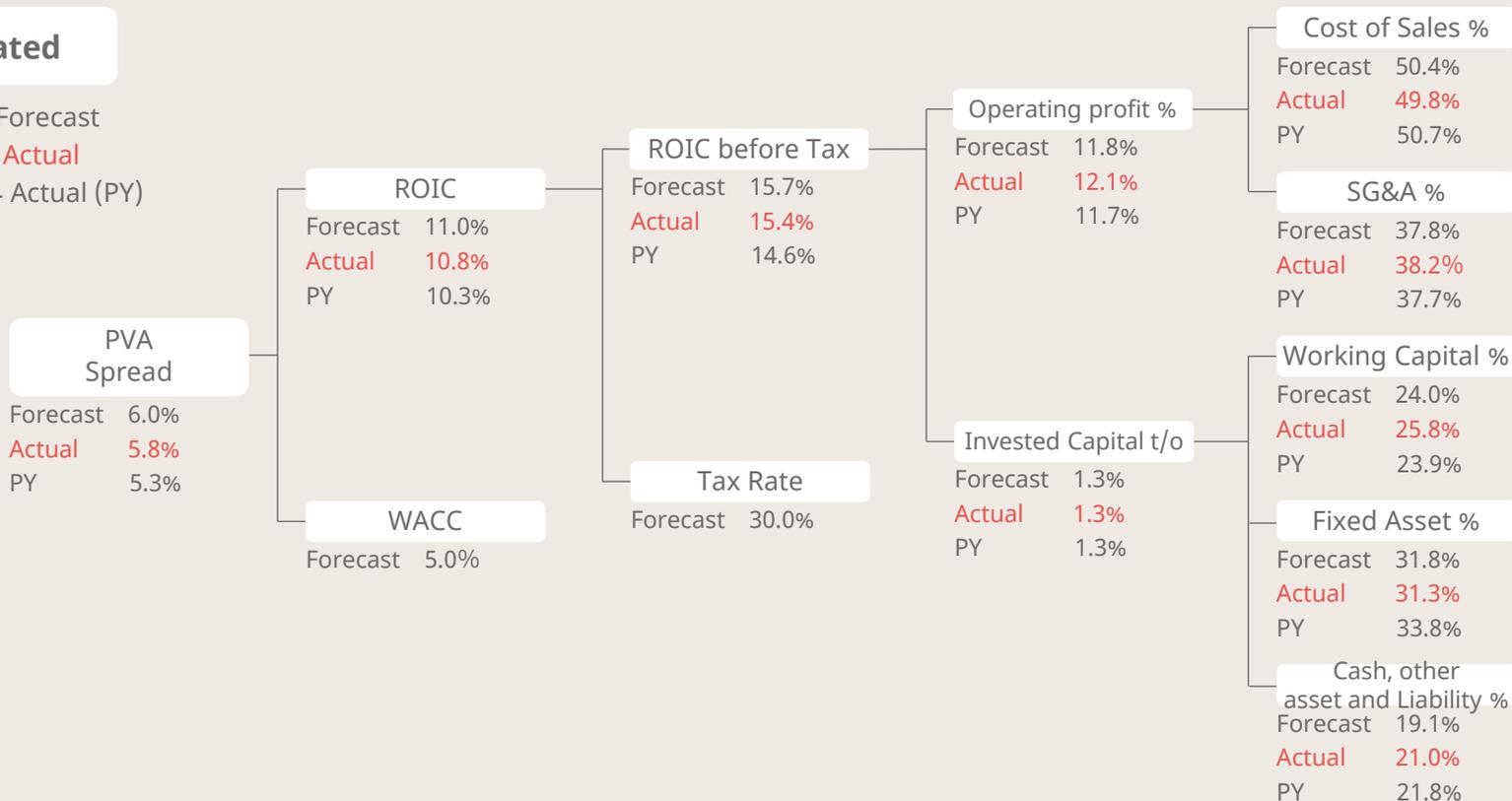
FY Dec. 2025 Results - Consolidated PVA Tree

Consolidated

Upper : FY2025 Forecast

Middle : FY2025 Actual

Bottom : FY2024 Actual (PY)



FY Dec. 2025 Results - Consolidated PVA Tree

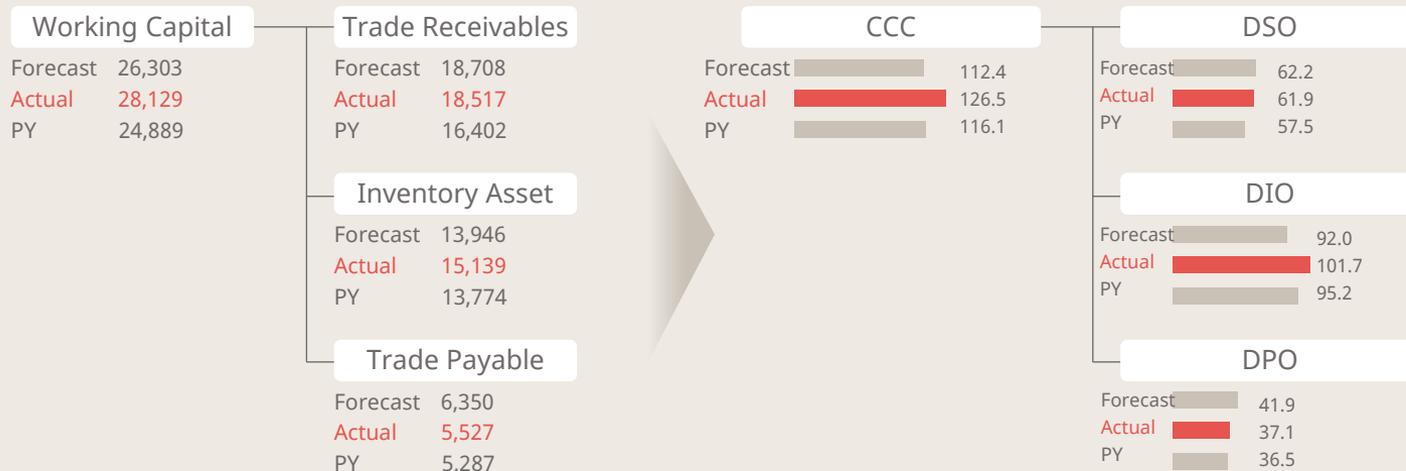
Consolidated

Upper : FY2025 Forecast

Middle : FY2025 Actual

Bottom : FY2024 Actual (PY)

Unit: Million JPY



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

FY Dec. 2025 Results - Sales by Region and Country

(Unit: ¥millions)

Regions	FY Dec. 2024	FY Dec. 2025	YoY Change
China (incl.Hong Kong)	34,315	35,822	104.4%
Other Asian Countries	11,181	11,177	100.0%
Total of Asian Countries	45,496	46,999	103.3%
North America	13,929	13,825	99.3%
Europe	5,405	6,707	124.1%
Latin America	558	798	142.9%
Near and Middle East	2,970	3,199	107.7%
Other Regions	945	1,279	135.3%
Total	69,303	72,807	105.1%

【Other major Asian countries】

(Unit: ¥millions)

Regions	FY Dec. 2024	FY Dec. 2025	YoY Change
Chinese Taipei	532	593	111.5%
Korea	2,662	2,683	100.8%
Singapore	1,001	1,018	101.7%
Malaysia	1,389	1,482	106.7%
Indonesia	2,337	2,033	87.0%
Thailand	956	1,015	106.1%
India	808	759	93.9%

FY Dec. 2025 Results By Business Segment (Details)

(¥ millions)

	FY 2024 Results						FY 2025 Results						
	Net Sales	% of total	Gross Profit	GP margin (%)	Segment Income	OP margin (%)	Net Sales	% of total	% of growth	Gross Profit	GP margin (%)	Segment Income	OP margin (%)
Consolidated	104,171	100.0%	51,372	49.3%	12,139	11.7%	109,170	100.0%	104.8%	54,839	50.2%	13,158	12.1%
Japan Business	36,500	35.0%	11,980	32.8%	1,998	5.5%	37,806	34.6%	103.6%	13,149	34.8%	2,596	6.9%
China Business	39,027	37.5%	21,865	56.0%	10,066	25.8%	42,902	39.3%	109.9%	23,332	54.4%	10,496	24.5%
Singapore Business	14,277	13.7%	5,739	40.2%	1,668	11.7%	14,920	13.7%	104.5%	6,374	42.7%	2,124	14.2%
Lansinoh Business	21,430	20.6%	11,807	55.1%	1,731	8.1%	21,904	20.1%	102.2%	12,179	55.6%	1,517	6.9%
Elimination of internal trading between segments	(7,064)	(6.8%)	—	—	—	—	(8,363)	(7.7%)	—	—	—	—	—

Reference

Baby Care Business	26,760	—	9,738	36.4%	1,989	7.4%	28,787	—	107.6%	11,153	38.7%	2,851	9.9%
Child Care Services Business	3,364	—	462	13.8%	122	3.6%	3,313	—	98.5%	530	16.0%	91	2.8%
Health & Elder Care Business	4,400	—	1,526	34.7%	405	9.2%	3,948	—	89.7%	1,321	33.5%	230	5.8%

**For Reference:
FY Dec. 2026 Plan
Supplementary Material**

FY Dec. 2026 Earnings Forecast Highlights (Consolidated)

Unit: Million JPY	FY Dec. 2025		FY Dec. 2026 Forecast		
	Actual	% of Total	Plan	% of Total	YoY Change
Net Sales	109,170	-	113,500	-	104.0%
Operating Income	13,158	12.1%	13,900	12.2%	105.6%
Ordinary Income	13,681	12.5%	14,150*	12.5%	103.4%
Interim Net Income Attributable to Owners of Parent	8,570	7.9%	9,140*	8.1%	106.6%
Net Assets	85,887	-	86,254	-	100.4%
Total Assets	110,088	-	106,812	-	97.0%
EPS (yen)	71.65	-	76.41	-	106.6%
BPS (yen)	693.11	-	721.06	-	100.4%
ROE**	10.4%	-	11.0%	-	-
ROIC**	10.8%	-	11.3%	-	-

*Subsidy income not included

**Denominators are averages of beginning and end of period

Reference:
9th Mid-Term Management Plan
Supplementary Material

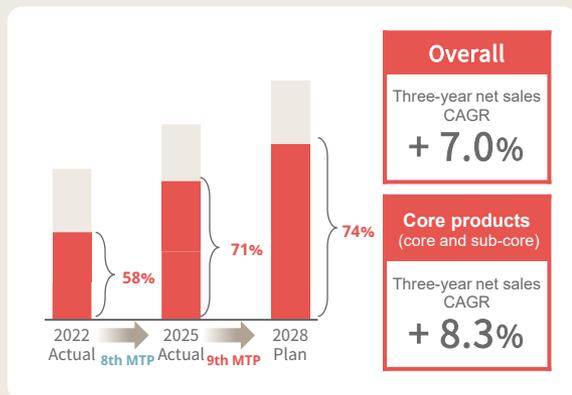
Regional Strategy: Segment Strategy (Americas/Europe)

Enhance our brand value to increase market share of nursing bottles and nipples

With Lansinoh's expertise in breastfeeding and strong brand power accumulated over four decades, leap from a "breastfeeding experts" to a "specialist to support every breastfeeding"

Strengths of Americas and Europe Business

- Strong relationship of trust and recommendation with medical practitioners
- An overwhelming category leader, boasting No. 1 market share in multiple categories including nipple cream
- Coverage of all channels to include across offline stores and EC
- High customer royalty in D2C and digital



*Note: Pigeon brand sales in North America are reported under the China Business segment.

Core Strategies and Actions

Implementation of measures to double sales of nursing bottles

- Focused investment in marketing to boost brand awareness of Lansinoh nursing bottles
- Strengthening exposure and broadening target audience by expansion of nursing bottles and related products

Building a product cycle to support from pregnancy to breastfeeding

- Reinforcement in the main breast pumps to drive early recognition of associated Lansinoh nursing bottles
- Evolution into a brand to support every process of breastfeeding by adding nursing bottles. Strengthening cooperation with related products to deliver enriched customer experience

Obtaining strong recommendations for Lansinoh nursing bottles from experts

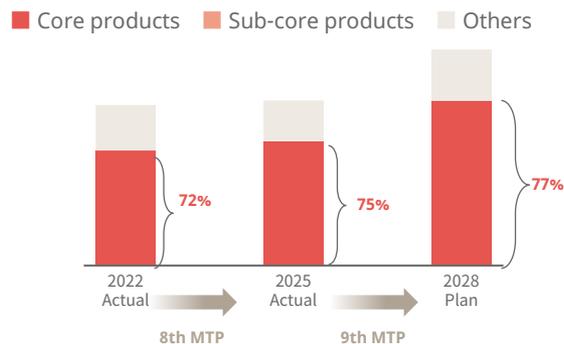
- Recommendation acquired by deepening cooperation with clinical advisory boards and expert KOLs
- Presence establishment by doubling academic activities, and building customer contacts started from second trimester

Regional Strategy: Segment Strategy (Singapore)

Expand sales of high-value-added products in Southeast Asia and target the Indian market
Further increase the sales mix of high-margin wide-neck bottles in countries with high market potential to increase sales and improve profitability

Strengths of Singapore Business

- Sales outlets to markets with the world's largest births
- High share and brand awareness attained in the nursing bottle market of main countries
- Strong and quality global production and supply networks
- Local development structure targeting at growing upper-middle class



Core Strategies and Actions

Focus on growing markets and expansion of high price product line

- Top-priority markets: India and Indonesia
- Additional wide-neck bottle entry models to boost market penetration of wide-neck products
- Implementing high-grade bottle materials, such as PPSU/T-Ester, for differentiation and unit price rise

Accelerating brand image improvement and high-value-added enhancement

- Recommendation acquired through strengthened partnership using Pigeon's insights to evolve a preferred "reliable and functional" brand
- Skincare products: Growth by introducing and expanding sophisticated products line and Age-up products

【Indian market】

Focus on sophisticated distribution structure and expansion of wide-neck bottles and core products

- Resources concentrated in EC/major modern trades. Strengthened branding and sales floor enlargement
- Profit level improvement by reforming distribution structure for making the system contributable to group revenue
- Sales expansion by responding to rapidly growing Q-commerce demands even with outsourcing

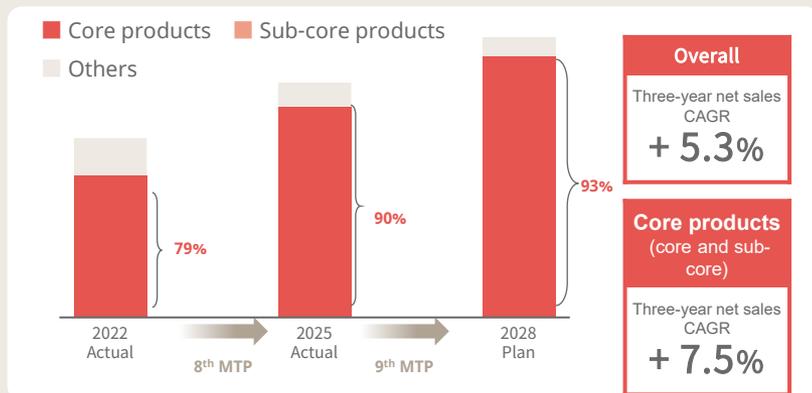
Regional Strategy: Segment Strategy (China)

Balance stable growth and profitability for further expansion of presence

Aim at further strengthening our position as the top brand in nursing bottles and nipples while stably increasing revenue by focusing on skincare products and drinking bottles

Strengths of China Business

- Strong brand: Share in the nursing bottle market: **45%**
- Sales percentage of high earnings core products: Approx. **90%**
- Accumulation of experiences and insights on EC strategies
- Development capabilities to be able to flexibly meet local needs



Core Strategies and Actions

High value-added enhancement and LTV expansion

- Nursing bottles: Profitability improvement by enhancing high-value-added initiative and expanding Age-up products
- Skincare products: Appeal with objective advantage by using “3D skin model”, and LTV expansion by implementing products for kids. Factory operation improved by strengthening sales.
- Drinking cups: Broadening customer base by driving natural transfer from nursing bottles with increased product lineup by designing by age to expand user base. Increase in unit price by improving design.

Distinct measures for EC sales channel

- Sales reinforcement with focus on direct transaction channels such as TikTok. Thorough cost management.
- Cost strategies considering channel characteristics, such as new customer attraction and repeat purchase

Efficiency improvement of EC activities with thorough ROI evaluation

- Careful investigation into cost-effectiveness by evaluating EC initiatives including influence on other EC platforms and offline channels. Accelerating PDCA to maximize ROI thoroughly.

Regional Strategy: Segment Strategy (Japan)

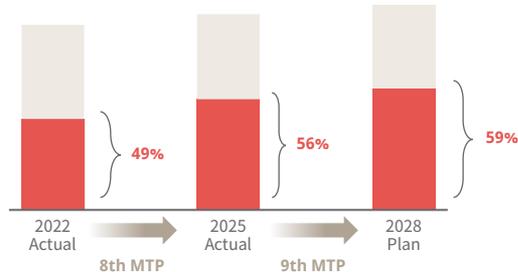
Improve profitability by expanding target markets centered on stable core products

With the foundation of competitiveness in nursing bottles, nipples, and skincare products, aim at improvement of profitability by expanding new areas (baby care appliances, Age-up products, and others) and implementing high-value added products such as baby foods

Strengths of Japan Business

- Overwhelming brand power: Over 80% share in the nursing bottle market
- Planning and development capabilities to promptly capture and meet various needs
- A wealth of research achievements relating to babies and mothers
- Strong network with medical practitioners

■ Core products ■ Sub-core products ■ Others



Overall

Three-year net sales
CAGR

+ 1.6%

Core products
(core and sub-
core)

Three-year net sales
CAGR

+ 3.2%

Core Strategies and Actions

“Age-up and new areas” with our overwhelming brand power

- Expansion of target customer age group based on strong reliability of nursing bottles
- New growing market development with products for kids fostering their independence
- Increase in baby care appliances that only Pigeon could suggest and launch with full knowledge of parenting environments

Launch of new products using Pigeon’s latest technology

- Nursing bottles: Launch of high-value-added products and increase in unit price
- Skincare products: Building appeal and competitive advantage based on scientific and quantitative bases by using “3D skin model” to aim at further share increase

Profitability improvement by optimizing various portfolios

- Promotion of selection and concentration, such as dispose of unprofitable product categories
- Further high-value-added enhancement, and price strategies to match product quality
- Profitability increase in Pigeon EC by thorough profit analysis, and its development to be a next-generation pillar

8th MTP Results (5): Pigeon Green Action Plan

Initiatives aimed at **realizing a sustainable society** are progressing steadily

	Group-wide Indicators	2023 Result	2024 Result	2025 Forecast (As of Feb 6)	2030 Target
Decarbonization	Scope 1 & 2 GHG Emissions Reduction (Absolute target vs. FY2018)	60% Reduction	65% Reduction	68% Reduction	70% Reduction
	Scope 3 GHG Emissions Reduction (Categories 1 & 12) (Absolute target vs. FY2021)	20% Reduction	23% Reduction	Under calculation / SBTi certification obtained	25% Reduction
Circular Economy	Percentage of packaging using bio-based or recycled materials (by weight)	Data preparation based on calculation standards	46%	50%	50%
	Reusable, recyclable, or compostable packaging	81%	84%	83%	100%
Living in Harmony with Nature	Percentage of sustainable paper used in packaging	58%	67%	68%	100%
	Percentage of RSPO-certified palm oil (including B&C model)	15%	11%	44%	100%

*Figures are as of February 6, 2026 (Full disclosure will be provided sequentially in the ESG Data Book and on our Sustainability website starting from late March 2026).79

8th MTP Results (6): Contribution to Social Issues

Providing "Lessons to Learn About Babies" to junior high school students across Japan



Approx. **500**
schools



Approx. **41,000**
students



Cumulative total as of the end of March 2025

Support for human milk banks



Social contribution activities worldwide



8th MTP Results (7): Improvement in ESG External Ratings

Response to the CDP Corporate Questionnaire (Climate Change)

- We have been responding to the CDP Climate Change Questionnaire, which is conducted by the international nonprofit CDP, since FY2022.
- In 2025, we submitted our first response to the water questionnaire.
- 2025 CDP scores Climate change: B; Water: B
- We will continue to strengthen our climate change initiatives and information disclosure.

Responding Organization	Questionnaire	2023	2024	2025
Pigeon Group	Climate change	B	B	B
	Water	—	—	B
Lansinoh Group	Climate change	A	A	A
	Water	—	B-	B-

Celebrate babies the way they are



pigeon