



CSR Procurement Assessment Report 2025

Pigeon Corporation
October 1, 2025

Contents

Purpose of Assessment	1
Overview of the Assessment	1
Assessment results (Group Total)	4
Efforts Toward Improvement	7
Future Plans	7
Assessment results (Japan Business)	8
Assessment results (China Business)	10
Assessment results (Singapore Business)	12
Assessment results (Lansinoh Business)	14

Purpose of Assessment

Pigeon has established the CSR Procurement Policy and CSR Procurement Guidelines as our basic approach to procurement activities in order to continue contributing to the "development of a sustainable society" as stated in the Pigeon ESG/SDGs Basic Policy. To advance procurement based on this Policy and these Guidelines, we conduct annual assessment surveys of our suppliers. The purpose of this assessment is to grasp the status of environmental, sustainability and governance (ESG) activities among suppliers and to recognize issues occurring in our supply chain.

We look forward to working with suppliers to correct the issues revealed by the assessment. By conducting this assessment and following it with improvement efforts as described above, we believe we can contribute to solutions for a range of social issues in collaboration with suppliers, building stronger relationships with them in the process.

Overview of the Assessment

Assessed Suppliers

This applies to all primary suppliers at the sales subsidiaries and production subsidiaries of the Japan Business, China Business, Singapore Business, and Lansinoh Business.

Number of suppliers contacted and response rate

Of 536 companies contacted, 471 companies responded. (Response rate of 87.9%)

Assessment period

April to June, 2025

Assessed items

The questionnaire used for the assessment was the Self-Assessment Questionnaire (SAQ) prepared by UN Global Compact Network Japan (GCNJ), the Japan chapter of the United Nations initiative on corporate sustainability.

A detailed description of the items queried in the questionnaire is provided in the table below. Each intermediate-level item is broken down into five sub items: Legal awareness, Policy, System and responsibilities, Collective actions and Correction.

Respondents are asked to rank their own performance in each sub item on a scale of 1 to 3.

Major items	Intermediate-level items
1. Corporate governance related to CSR	1. Establishment of a CSR promotion system 2. Establishment of internal controls 3. Establishment of a business continuity planning (BCP) system 4. Establishment of a whistle-blower system 5. Dispatch of CSR-related information inside and outside the company
2. Human rights	1. Basic attitude toward human rights 2. Respect for human rights and prohibition of discrimination 3. Avoidance of complicity in (or contribution to) human rights abuses 4. Respect for indigenous peoples and local communities
3. Labor	1. Basic attitude toward labor practices 2. Prohibition of discrimination in the workplace 3. Provision of equal opportunities to employees regarding human resources development and career advancement, etc. 4. Prohibition of inhumane treatment 5. Payment of fair wages 6. Fair application of working hours, time off, and paid time off, etc. 7. Prohibition of forced labor 8. Prohibition of child labor 9. Respect for the religious traditions and customs of the country of operation 10. Recognition of and respect for freedom of association and the right to collective bargaining 11. Proper management of employee safety and health
4. Environment	1. Basic attitude toward environmental initiatives 2. Management of chemical substances indicated in laws and regulations, etc., in production processes, products, and services 3. Control and reduction of waste water, sludge and air emissions 4. Sustainable and efficient utilization of resources (energy, water, raw materials, etc.) 5. Reduction of GHG (greenhouse gases)

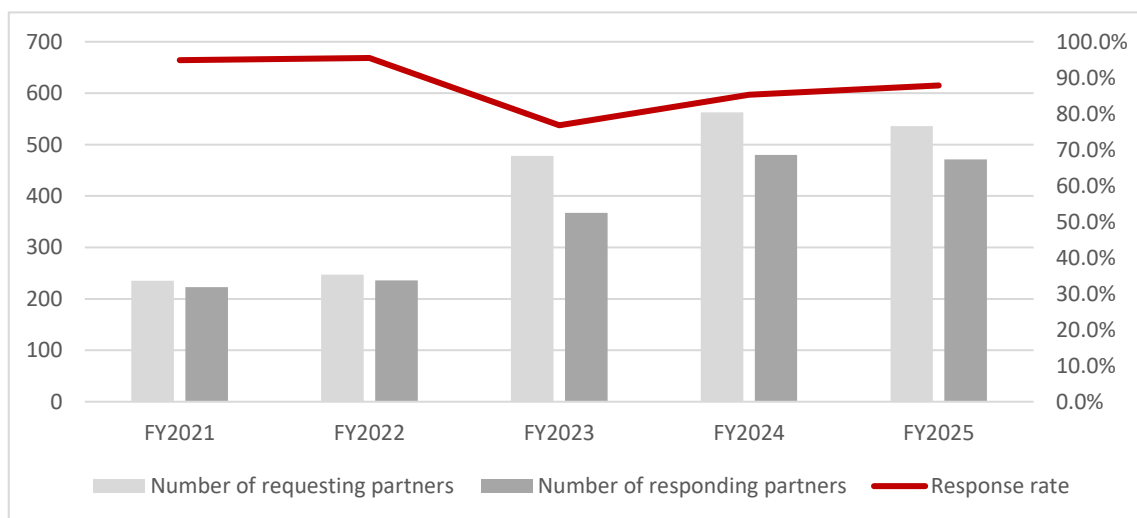
	6. Identification, management, reduction, and responsible disposal or recycling of waste 7. Initiatives related to biodiversity
5. Fair business practices	1. Basic attitude toward fair business practices 2. Establishment of appropriate relationships with local governments and public officials in and outside countries where business activities are conducted 3. Prevention of the giving and receiving of improper advantages with customers and trade partners, etc., in sales and purchasing activities, etc. 4. Prevention of competition law violations in sales activities, etc. 5. Rejection of relationships with antisocial forces/organizations 6. Prevention of unauthorized use of a third party's intellectual property and of illegal reproduction of copyrighted works 7. Services for responding to complaints from outside the company and for consultations 8. Prohibition of insider trading 9. Prohibition of acts with conflicting interests
6. Quality and safety	1. Basic attitude toward product and service quality and safety 2. Ensuring product and service quality and safety 3. Appropriate response to product and service accidents and the circulation of defective goods
7. Information security	1. Basic attitude toward information security 2. Defenses against attacks on computer networks 3. Protection of personal data and privacy 4. Prevention of misuse of confidential information
8. Supply chain	1. Basic attitude toward the supply chain 2. Use of raw materials not involved in conflict or crime (initiatives against conflict minerals)
9. Harmonious coexistence with local communities	1. Initiatives to reduce negative effects on local communities 2. Initiatives with local communities towards sustainable development

Assessment results (Group Total)

Past Efforts (Since 2021)

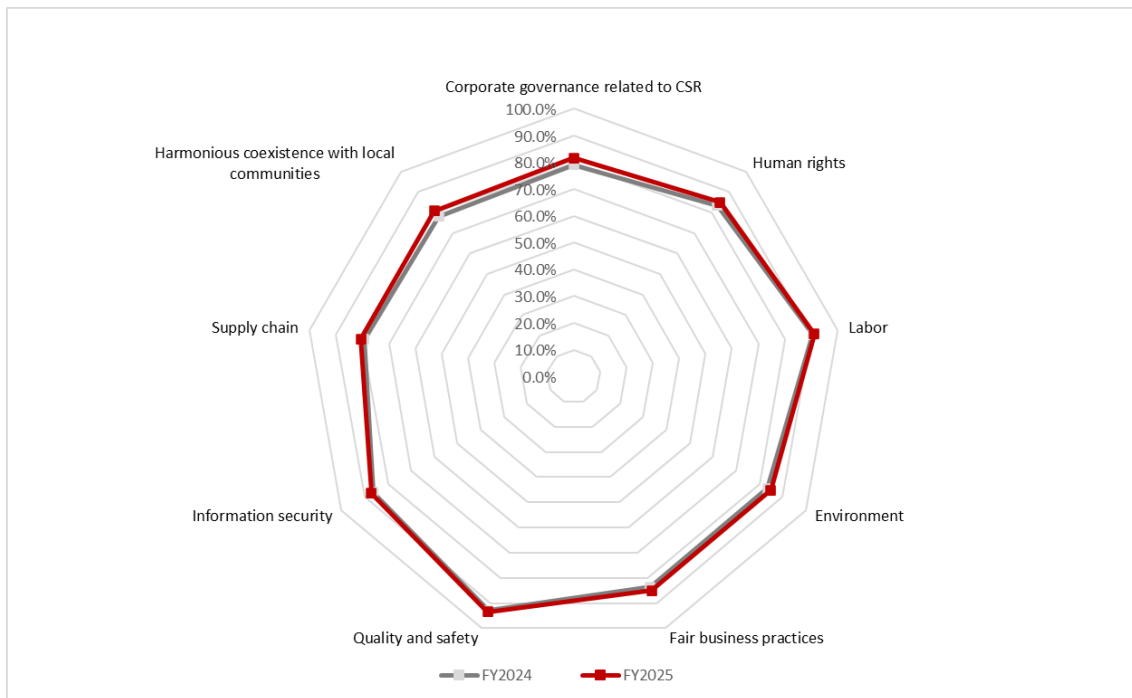
We began assessments in 2021 and have since expanded our efforts globally to four business units and their primary suppliers at production subsidiaries.

Fiscal year	Assessment Subjects	Number of requesting partners	Number of responding partners	Response rate
FY2021	Implemented in three businesses excluding Lansinoh	235	223	94.9%
FY2022	Implemented in all 4BU (hereafter implemented in all 4BU)	247	236	95.5%
FY2023	Expanded implementation to primary suppliers of production subsidiaries at the Singapore & Lansinoh BU	478	367	76.8%
FY2024	Expanded implementation to primary suppliers of production subsidiaries within Japan BU	563	480	85.3%
FY2025	As in 2024, the scope will extend to primary suppliers of all production subsidiaries across all business units.	536	471	87.9%



2025 Fiscal Year Results

This year, as in the previous year, we surveyed primary suppliers to all Group companies globally, including both sales and production subsidiaries. The number of surveyed companies was 536 (previous year: 563), and the response rate remained high at 87.9% (previous year: 85.3%). The average score rate increased across all items compared to the previous year, rising by 1.4 points to 86.0% overall. By category, “Labor” and “Quality and Safety” and “Information Security” showed progress. Regarding the previous year's challenges—“Corporate Governance Related to CSR,” “Supply Chain,” and “Coexistence with Local Communities”—“Corporate Governance Related to CSR” saw its average score increase by 2.5 points. The other two items also exceeded 80%, but they remain challenges as in the previous year.



Item	Number of questions	Average score rate		
		FY 2024	FY 2025	Diff.
1. Corporate governance related to CSR	20	79.1%	81.6%	2.5 pt.
2. Human rights	9	83.4%	85.0%	1.6 pt.
3. Labor	23	90.7%	91.2%	0.5pt.
4. Environment	15	83.5%	84.9%	1.4 pt.
5. Fair business practices	20	83.6%	85.1%	1.5pt.
6. Quality and safety	7	92.9%	93.5%	0.6 pt.
7. Information security	9	86.3%	87.2%	0.8 pt.
8. Supply chain	7	79.5%	80.5%	1.0 pt.
9. Harmonious coexistence with local communities	4	78.2%	80.8%	2.6pt.
Total	114	84.6%	86.0%	1.4 pt.

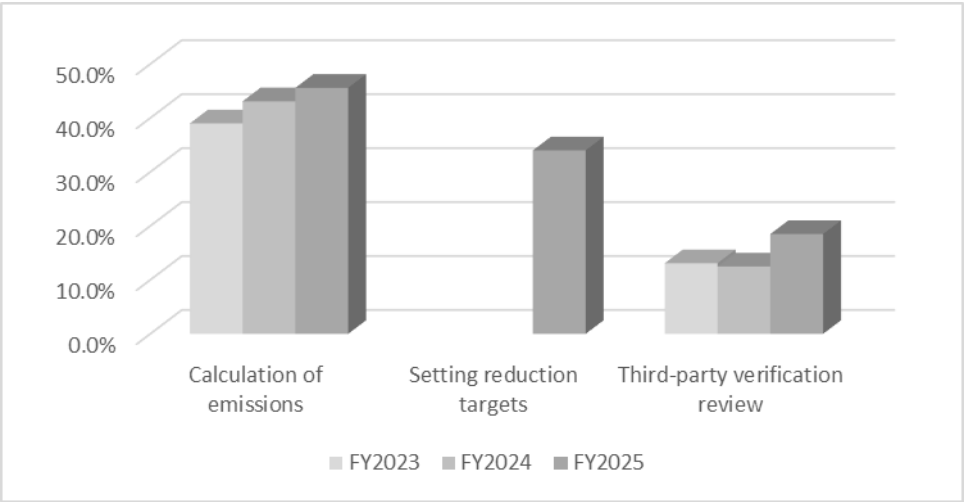
Note: Questions answered with “Not applicable” are deducted from the denominator when calculating the supplier’s score rate.

Additional questions

In addition to the basic SAQ items, we have also received responses to the following items.

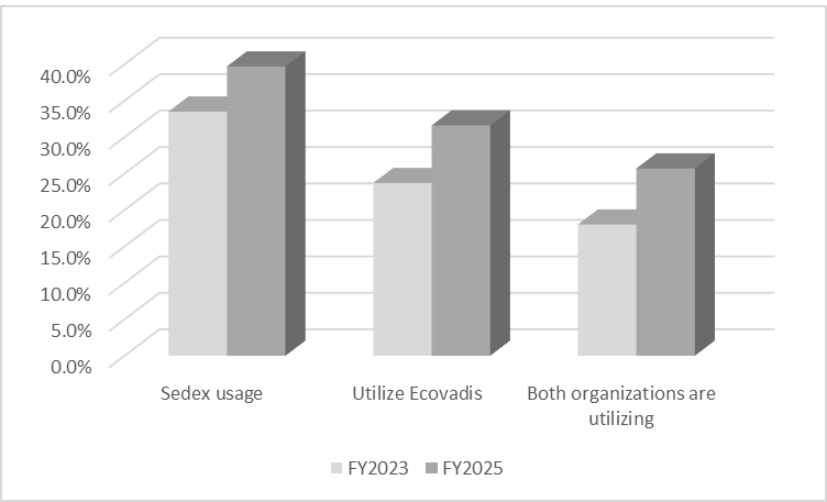
• Greenhouse Gas Emissions Reduction

To reduce the Pigeon Group's Scope 3 GHG emissions, we believe it is essential to collaborate with our partners involved in the products and services we purchase (Category 1). As a first step, we have been using the CSR Procurement Assessment Survey since 2023 to ascertain the calculation status of Scope 1 & Scope 2 GHG emissions of our suppliers. The table below shows the rates of calculation implementation, reduction target setting, and third-party verification participation (as a percentage of responding companies) by fiscal year, with the implementation rate increasing each year.



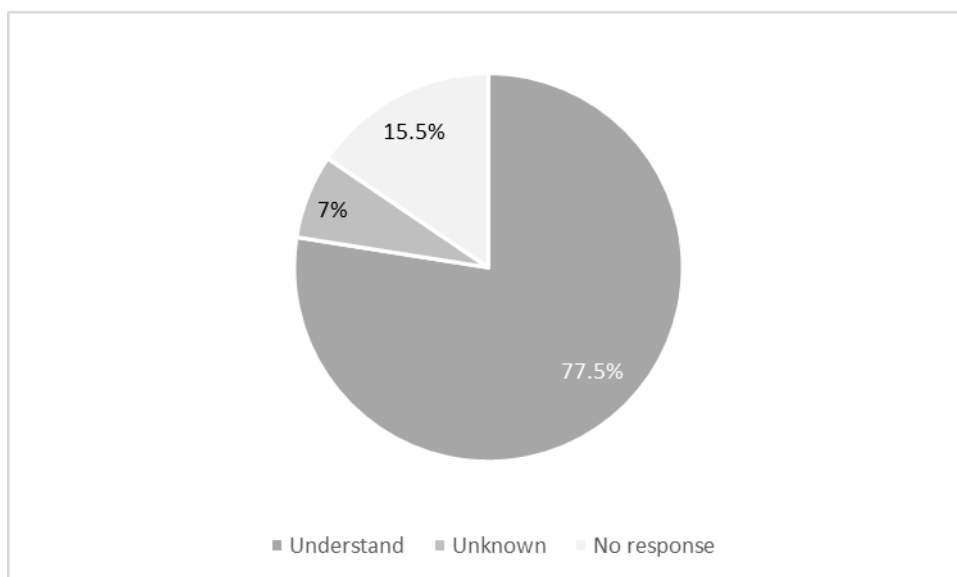
• Utilization of external organizations

To objectively assess supplier sustainability performance and enhance understanding within the group, we considered utilizing external agencies and confirmed supplier utilization rates in 2023 and 2025. Utilization rates have further increased over these two years.



• Understanding Our CSR Procurement Guidelines

To advance CSR procurement in collaboration with suppliers, we have created opportunities and tools for mutual communication and confirmed the level of understanding regarding our current policy. 77.5%(365 out of 471 companies responded) responded that they “understand” it. We will follow up with suppliers who responded ‘unknown’ or “no response” and continue to advance dialogue.



Efforts Toward Improvement

We will provide suppliers who responded to the questionnaire with feedback on the following topics:

- Their own tabulation results
- Average score rates

At the same time, we will encourage efforts to improve items that are determined to be high-risk.

Future Plans

We will continue to conduct SAQ assessments and redouble our commitment to measures for improvement by providing support, such as conducting audits, interviews and offering advice on improvement, to suppliers considered to be at high risk or judged to need support in improving their conditions.

Going forward, we will intensify our efforts to build strong relationships of trust with suppliers and contribute to solutions to societal issues throughout its supply chain.

Assessment results (Japan Business)

Number of suppliers contacted and response rate

Of 156 companies contacted, 136 companies responded. (Response rate of 87.2%)

Assessment results

Since last fiscal year, the scope has been expanded to include primary suppliers of domestic production subsidiaries. This fiscal year, the number of companies surveyed was 156 (previous year: 167), with a response rate of 87.2% (previous year: 97.0%). The average score rate increased compared to the previous year, rising 0.4 points to 85.0% overall. By category, progress was seen in “Labor,” “Quality and Safety,” and “Information Security.” While the average score rates improved for “Human Rights,” “Supply Chain,” and “Harmonious coexistence with local communities”—issues highlighted last year—the “Human Rights” category remains above 80%, indicating it continues to be a challenge.



Item	Number of questions	Average score rate		
		FY 2024	FY2025	Diff.
1. Corporate governance related to CSR	20	80.7%	81.0%	0.2 pt.
2. Human rights	9	78.8%	80.1%	1.3 pt.

3. Labor	23	90.4%	90.3%	-0.1 pt.
4. Environment	15	84.2%	84.6%	0.4 pt.
5. Fair business practices	20	84.7%	85.2%	0.5 pt.
6. Quality and safety	7	93.1%	94.1%	1.0 pt.
7. Information security	9	87.4%	87.2%	-0.1 pt.
8. Supply chain	7	74.3%	75.5%	1.2 pt.
9. Harmonious coexistence with local communities	4	78.3%	79.2%	0.9 pt.
Total	114	84.6%	85.0%	0.4 pt.

Assessment results (China Business)

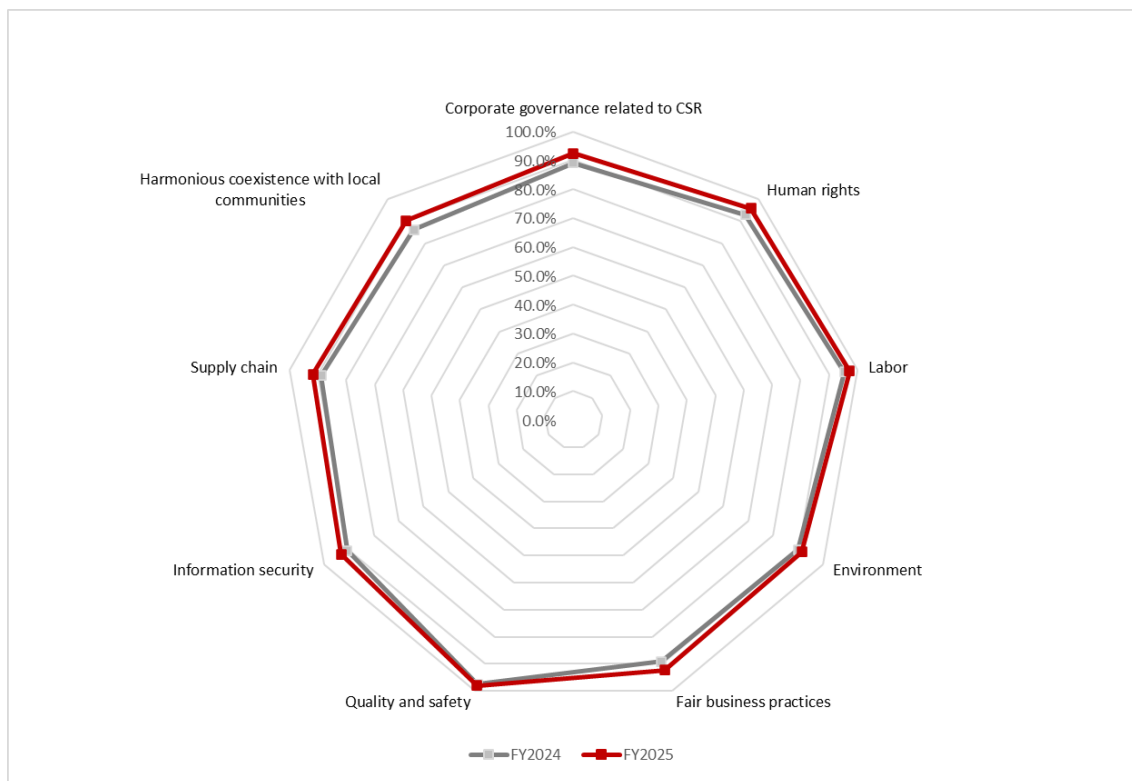
Number of suppliers contacted and response rate

Of 101 companies contacted, 101 companies responded. (Response rate of 100.0%)

Assessment results

The response rate from suppliers surveyed at 101 companies (previous year: 94 companies) remained high at 100% (previous year: 100%). The overall average score rate also increased further to 93.8% (previous year: 91.4%).

Looking at individual items, the average score rate exceeded 90% for all items, indicating progress in our initiatives. The score for “Harmonious coexistence with local communities,” identified as an issue last year, also increased by 4.0 points. We will continue to advance our efforts in this issue.



Item	Number of questions	Average score rate		
		FY 2024	FY 2025	Diff.
1. Corporate governance related to CSR	20	89.2%	92.5%	3.3 pt.
2. Human rights	9	92.9%	95.8%	2.9 pt.
3. Labor	23	95.5%	97.3%	1.8 pt.

4. Environment	15	90.0%	91.5%	1.5 pt.
5. Fair business practices	20	89.0%	92.3%	3.2 pt.
6. Quality and safety	7	97.4%	98.0%	0.5 pt.
7. Information security	9	90.6%	93.0%	2.4 pt.
8. Supply chain	7	88.8%	91.7%	2.9 pt.
9. Harmonious coexistence with local communities	4	86.2%	90.2%	4.0 pt.
Total	114	91.4%	93.8%	2.5 pt.

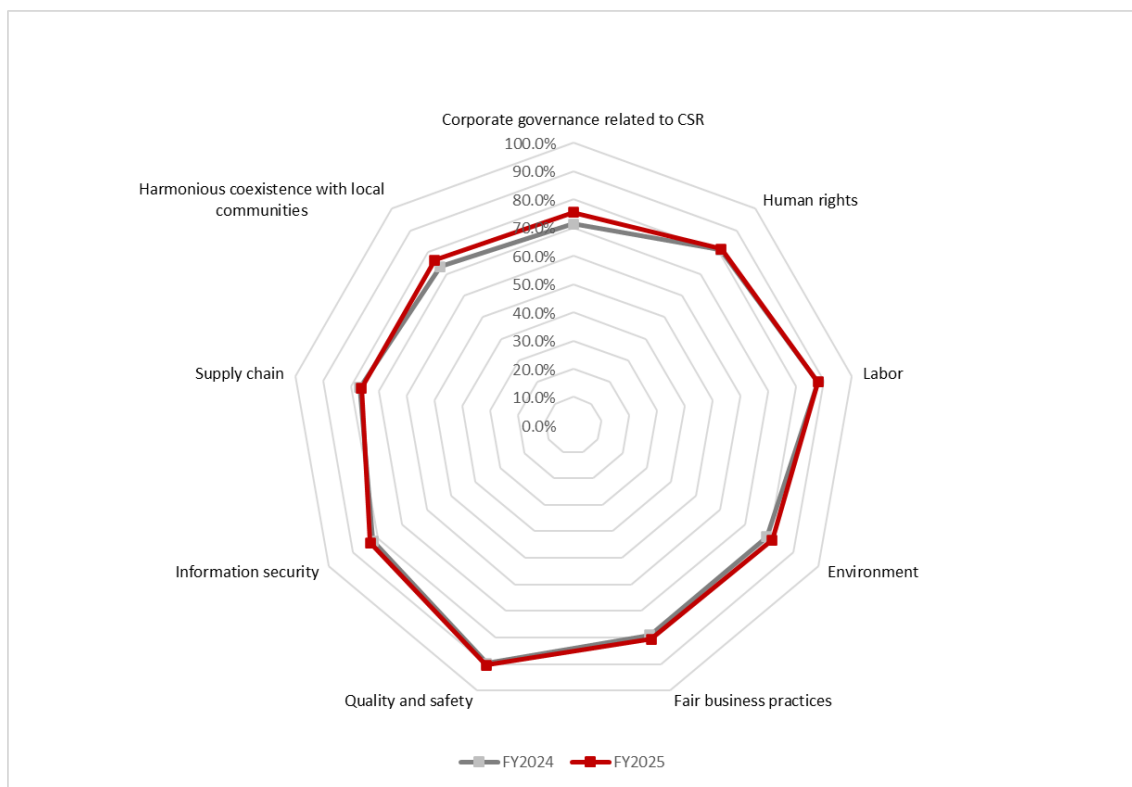
Assessment results (Singapore Business)

Number of suppliers contacted and response rate

Of 225 companies contacted, 195 companies responded. (Response rate of 86.7%)

Assessment results

The scope of the assessment was expanded in 2023 to include major suppliers at production subsidiaries, covering 225 companies this year (previous year: 243 companies). The response rate significantly improved to 86.7% (previous year: 76.1%). The average score also increased by 1.5 points to 81.7% (previous year: 80.2%). Looking at individual items, the areas identified as challenges last year—“Corporate Governance Related to CSR,” “Supply Chain,” and “Harmonious Coexistence with Local Communities” saw improvements: “Corporate Governance Related to CSR” increased by 4.1 points and “Harmonious Coexistence with Local Communities” by 3.1 points. However, the average score for both remained below 80%, and we will continue to address these as ongoing challenges.



Item	Number of questions	Average score rate		
		FY 2024	FY 2025	Diff.
1. Corporate governance related to CSR	20	71.2%	75.4%	4.1 pt.

2. Human rights	9	81.0%	81.5%	0.4 pt.
3. Labor	23	87.9%	87.9%	0.1 pt.
4. Environment	15	79.0%	81.2%	2.2 pt.
5. Fair business practices	20	79.0%	80.6%	1.6 pt.
6. Quality and safety	7	89.8%	90.3%	0.6 pt.
7. Information security	9	81.8%	83.1%	1.2 pt.
8. Supply chain	7	76.9%	76.2%	-1.7 pt.
9. Harmonious coexistence with local communities	4	73.3%	76.4%	3.1 pt.
Total	114	80.2%	81.7%	1.5 pt.

Assessment results (Lansinoh Business)

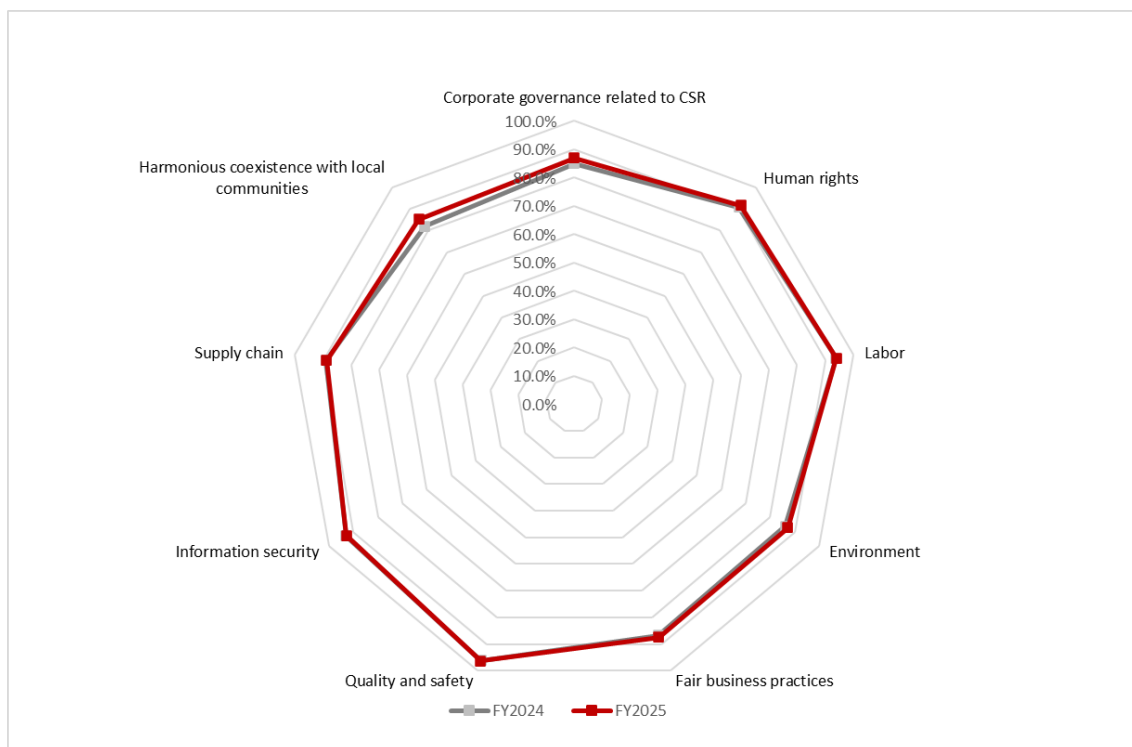
Number of suppliers contacted and response rate

Of 54 companies contacted, 39 companies responded. (Response rate of 72.2%)

Assessment results

This year's assessment covered 54 companies (previous year: 59 companies), with 39 companies responding (previous year: 39 companies). The response rate improved to 72.2% (previous year: 66.1%), recovering from the previous year's decline. The average score rate also rose by 0.9 points to 90.0% (previous year: 89.1%).

By item, four categories—Human Rights, Labor, Quality and Safety, and Information Security—scored above 90%. Among items below 90%, Corporate Governance Related to CSR increased by 2.1 points, Environment by 0.9 points, and harmonious coexistence with local communities by 3.2 points. We will continue advancing initiatives in these areas.



Item	Number of questions	Average score rate		
		FY 2023	FY 2024	Diff.
1. Corporate governance related to CSR	20	84.8%	87.0%	2.1 pt.
2. Human rights	9	90.7%	91.6%	0.9 pt.

3. Labor	23	93.8%	94.1%	0.2 pt.
4. Environment	15	86.1%	87.0%	0.9 pt.
5. Fair business practices	20	86.7%	87.4%	0.7 pt.
6. Quality and safety	7	96.2%	96.3%	0.1 pt.
7. Information security	9	93.0%	92.7%	-0.3 pt.
8. Supply chain	7	89.0%	88.8%	-0.2 pt.
9. Harmonious coexistence with local communities	4	82.0%	85.2%	3.2 pt.
Total	114	89.1%	90.0%	0.9 pt.

以上