

CSR Procurement Assessment Report 2026

Survey results

September 1, 2026

Pigeon Corporation

Celebrate babies the way they are

Contents

<u>Purpose of the Assessment</u>	<u>p.3</u>
<u>Assessment Overview</u>	<u>p.4</u>
<u>Survey Results (Group Total)</u>	<u>p.5-10</u>
<u>Initiatives for Further Improvement</u>	<u>p.11</u>
<u>Survey Results (Japan Business)</u>	<u>p.12</u>
<u>Survey Results (China BU)</u>	<u>p.13</u>
<u>Survey Results (Singapore BU)</u>	<u>p.14</u>
<u>Survey Results (Americas and Europe BU)</u>	<u>p.15</u>
<u>Appendix</u>	<u>p.17-</u>

Purpose of the 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.

Assessment Overview

Scope

This survey covers all Tier 1 suppliers to production and sales subsidiaries in Japan, China, Singapore, and the Americas and Europe.

Number of Suppliers Covered

504 companies surveyed; 456 responses (response rate: 90.5%)

Survey Period

April–June 2026

Survey Items

The survey utilized the Self-Assessment Questionnaire (SAQ) developed by the United Nations Global Compact Network Japan (GCNJ).

For the details, kindly refer to the appendix, please.

Survey Results (Group Total)

History (Since 2021)

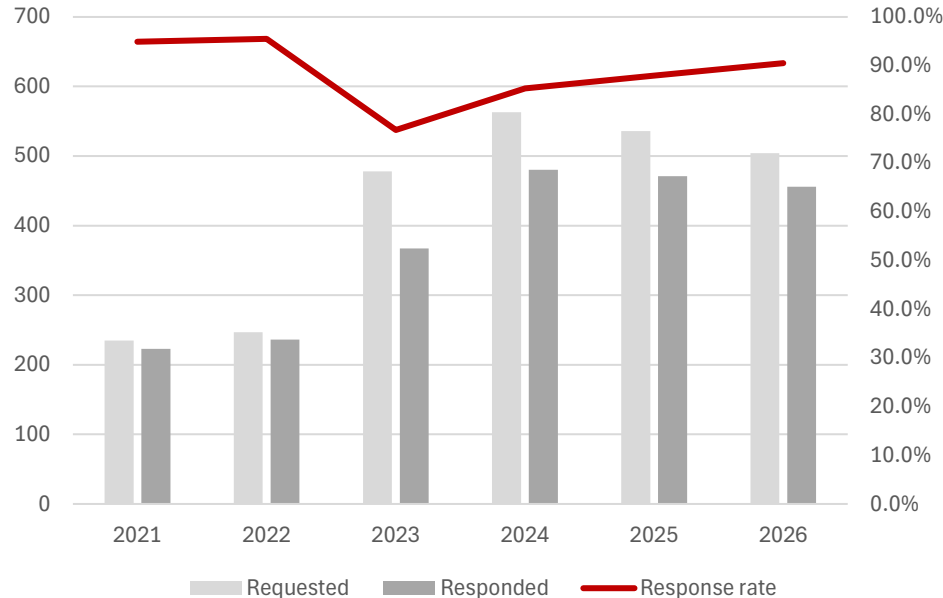
We began our assessment in 2021 and have since gradually expanded our efforts to include first-tier suppliers of the production and sales subsidiaries of four business units.

year	Assessment scope	Requested	Responded	Response rate
2021	Implemented in three businesses excluding Lansinoh	235	223	94.9%
2022	Implemented in all 4BU (hereafter implemented in all 4BU)	247	236	95.5%
2023	Expanded implementation to primary suppliers of production subsidiaries at the Singapore & Lansinoh BU	478	367	76.8%
2024	Expanded implementation to primary suppliers of production subsidiaries within Japan BU	563	480	85.3%
2025	The scope on all primary suppliers at the sales subsidiaries and production subsidiaries.	536	471	87.9%
2026	The scope on all primary suppliers at the sales subsidiaries and production subsidiaries.	504	456	90.5%

Survey Results (Group Total)

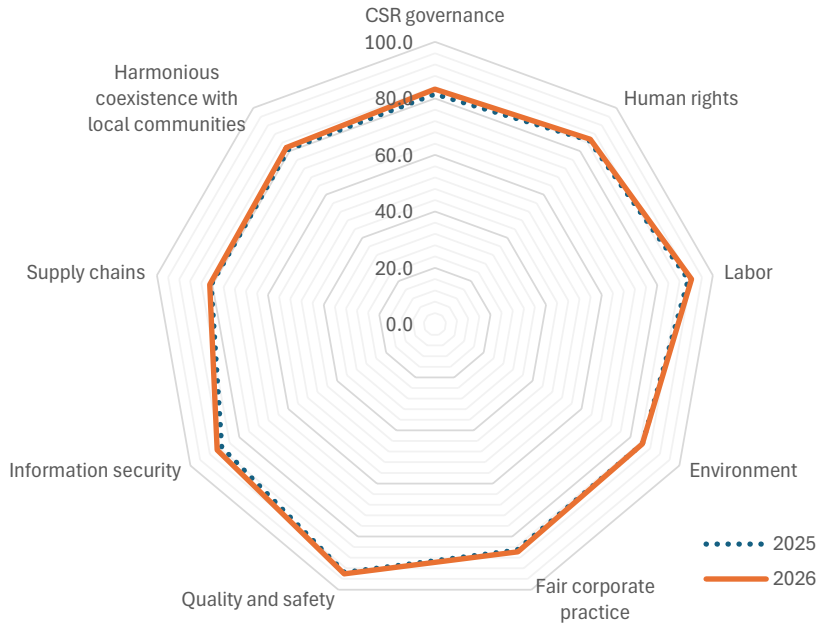
Trends in the Number of Companies Surveyed and of Respondents

As in the previous year, this fiscal year's survey targeted primary suppliers to Group companies—including both sales and manufacturing subsidiaries—groupwide. The number of companies surveyed was 504 (previous year: 536), the number of respondents was 456 (previous year: 471), and the response rate was 90.5% (previous year: 87.9%), maintaining a high response rate.



Survey Results (Group Total)

The average score for 2026 was 86.9% overall, an increase of 0.9 percentage points from the previous year. Scores improved across almost all categories compared to the previous year.



Unit: %

Assessed items	Score rate		
	2025	2026	diff.
CSR governance	81.6	83.2	+1.6
Human rights	85.0	85.5	+0.5
Labor	91.2	92.3	+1.1
Environment	84.9	84.8	-0.0
Fair corporate practice	85.1	85.8	+0.7
Quality and safety	93.5	94.0	+0.5
Information security	87.2	89.0	+1.8
Supply chains	80.5	80.9	+0.4
Harmonious coexistence with local communities	80.8	81.8	+1.0
Over all	86.0	86.9	+0.9

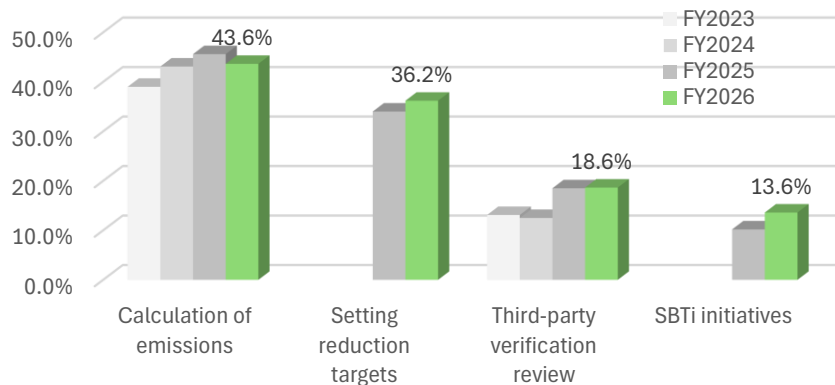
Note: Questions answered with “Not applicable” are deducted from the denominator when calculating the supplier’s score rate.

Survey Results (Group Total)

In addition to the basic items in the SAQ, we have also collected the responses to the following questions:

- Reduction of GHG Emissions

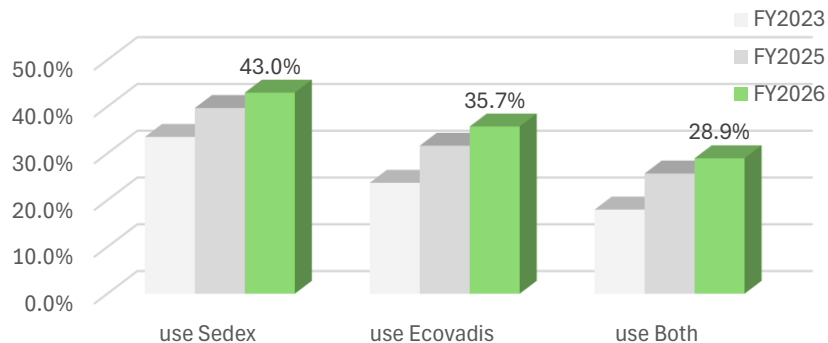
We believe that collaboration with suppliers related to purchased products and services (Category 1) is essential for reducing the Pigeon Group's Scope 3 GHG emissions. As a first step, starting in 2023, we have been using the CSR Procurement Assessment Survey to understand the status of our suppliers' calculations of their Scope 1 and 2 GHG emissions. The chart below shows the calculation of annual emissions, the setting of reduction targets, the rate of third-party verification, and the SBTi participation rate (as a percentage of responding companies), and the rate of engagement has been increasing year by year.



Survey Results (Group Total)

- Use of External Assessment Organizations

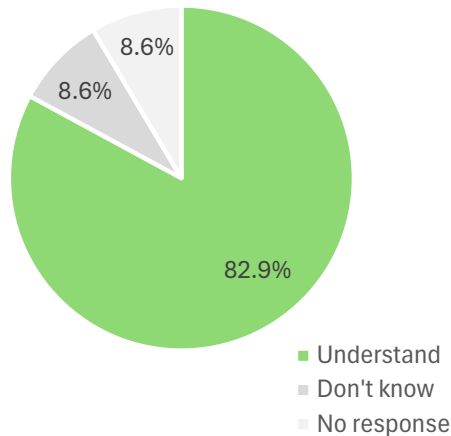
To objectively assess the sustainability performance of our Tier 1 suppliers and drive improvements, we are exploring the use of external assessment organizations. Since 2023, we have been monitoring the extent to which our suppliers utilize these organizations. The adoption rate has been increasing year by year.



Survey Results (Group Total)

- Understanding Our CSR Procurement Guidelines

To promote CSR procurement in collaboration with our suppliers, we have created opportunities and tools for mutual communication and assessed the level of understanding regarding our current policies. The percentage of respondents who answered “Yes, I understand” was 82.9% (378 out of 456 responding companies). This represents an increase from last year’s 77.5%, indicating that our policies are becoming more widely understood among our suppliers. Going forward, we will follow up with suppliers who responded “I am not aware” or “No response” and continue to engage in dialogue with them.



Initiatives for Further Improvement

We provide the following feedback on the results of this survey to the suppliers who responded:

- Individual survey results
- Overall average score

In addition, for suppliers deemed to be at high risk or in need of support to improve their situation, we will provide assistance—such as on-site inspections, interviews, and advice on improvements—to strengthen our commitment as a company and enhance initiatives across the entire supply chain.

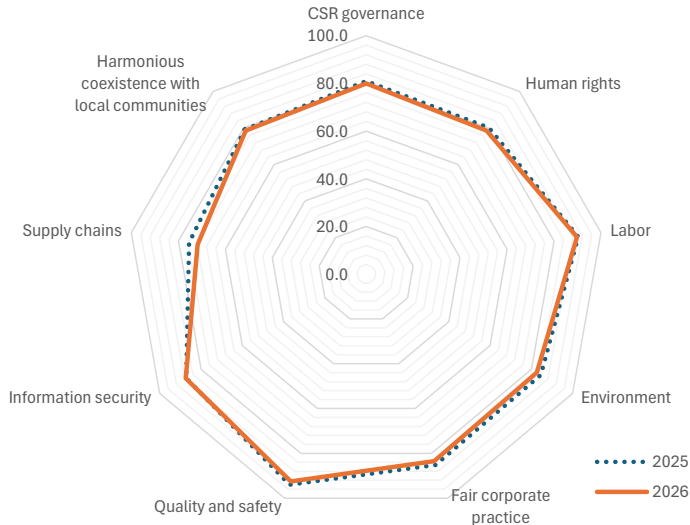
We are to continue to advance these initiatives to build stronger relationships of trust with our suppliers and contribute to solving social issues throughout the entire supply chain.

Survey Results (Japan Business)

The survey covered 136 companies (same as the previous year), including first-tier suppliers of our domestic manufacturing subsidiaries, and the response rate was 100.0% (previous year: 87.2%). We revised the list of target suppliers to reflect the actual state of our business relationships and were able to receive responses from all of them.

We maintained a high score rate of generally 80% or more across all items. While the response rate for many items decreased by approximately one point compared to last year, we interpret this as resulting from the fact that we received responses from all suppliers—including those that are still in the early stages of implementing these initiatives.

By category, “Human rights,” “Supply chains,” and “Harmonious coexistence with local communities” remain areas of concern.



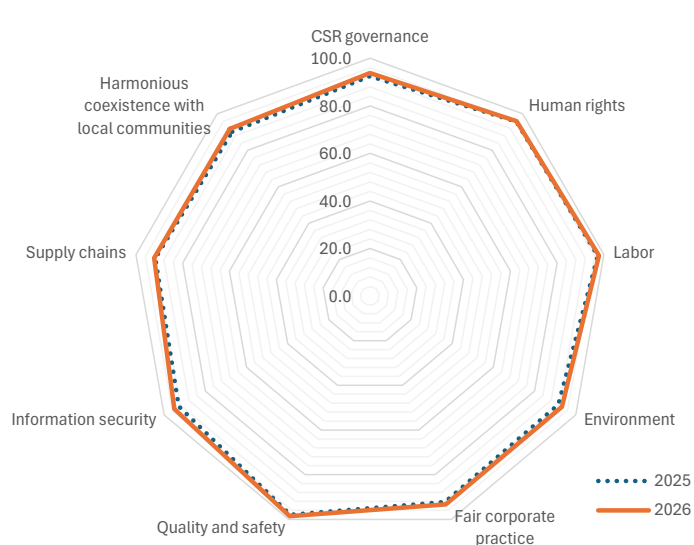
Unit: %

Assessed items	Score rate		
	2025	2026	差
CSR governance	81.0	79.9	-1.0
Human rights	80.1	78.6	-1.5
Labor	90.3	89.8	-0.5
Environment	84.6	82.6	-2.0
Fair corporate practice	85.2	83.4	-1.8
Quality and safety	94.1	92.6	-1.5
Information security	87.2	87.4	+0.2
Supply chains	75.5	71.8	-3.7
Harmonious coexistence with local communities	79.2	78.6	-0.6
Over all	85.0	83.6	-1.4

Survey Results (China BU)

The response rate from suppliers at the 112 companies surveyed (previous year: 101 companies) remained high at 100% (previous year: 100%).

The overall average score also rose further to 94.9% (previous year: 93.8%). Looking at individual categories, the average score improved from the previous year across all categories, reaching over 90%, indicating that efforts in this area are progressing.



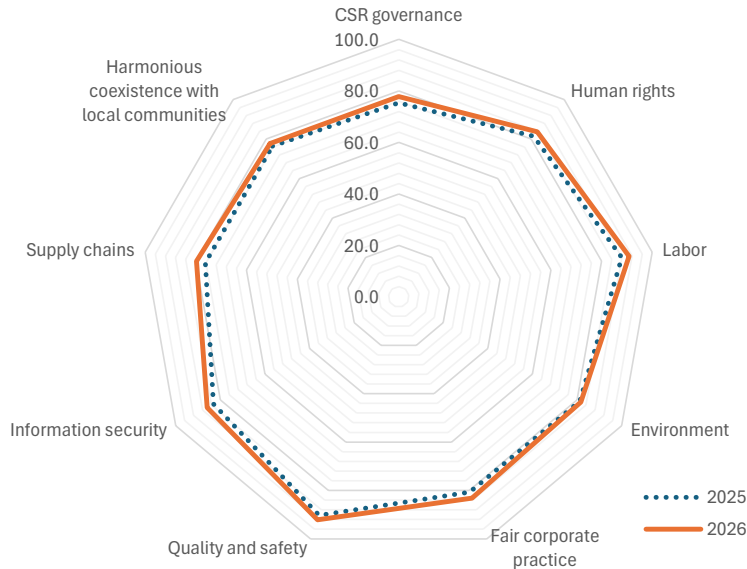
Unit: %

Assessed items	Score rate		
	2025	2026	diff.
CSR governance	92.5	93.8	+1.3
Human rights	95.8	96.0	+0.3
Labor	97.3	97.9	+0.6
Environment	91.5	93.3	+1.8
Fair corporate practice	92.3	93.3	+1.0
Quality and safety	98.0	98.6	+0.6
Information security	93.0	95.0	+2.1
Supply chains	91.7	92.2	+0.5
Harmonious coexistence with local communities	90.2	91.8	+1.6
Over all	93.8	94.9	+1.1

Survey Results (Singapore BU)

This year, the survey was conducted among 206 companies (previous year: 225), with a response rate of 81.1% (previous year: 86.7%). The average score improved to 84.0% (previous year: 81.7%).

Response rates also increased across all individual categories. We will continue to address the areas where the score rate did not reach 80%—namely, “CSR governance,” “Supply chains,” and “Harmonious coexistence with local communities”—as ongoing challenges.

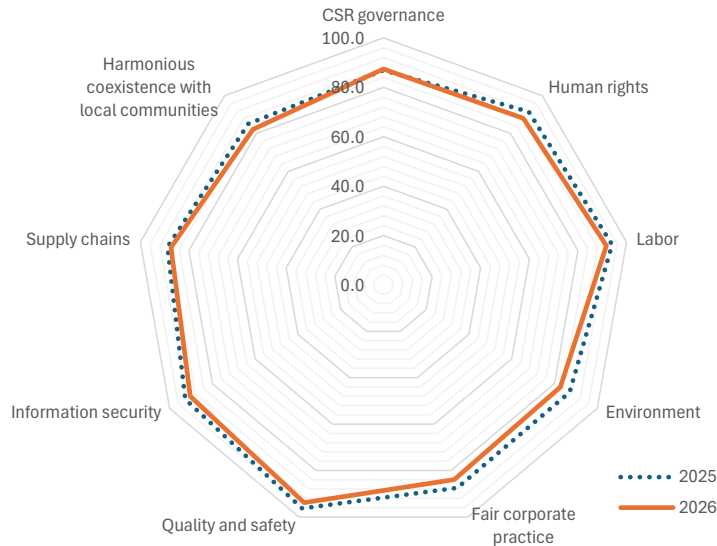


Assessed items	Score rate		
	2025	2026	diff.
CSR governance	75.4	77.8	+2.4
Human rights	81.5	83.7	+2.2
Labor	87.9	90.9	+2.9
Environment	81.2	81.7	+0.5
Fair corporate practice	80.6	83.2	+2.5
Quality and safety	90.3	92.1	+1.8
Information security	83.1	85.9	+2.8
Supply chains	76.2	79.7	+3.5
Harmonious coexistence with local communities	76.4	77.7	+1.4
Over all	81.7	84.0	+2.3

Survey Results (Americas and Europe BU)

This year's survey covered 50 companies (previous year: 54), with 41 companies responded (previous year: 39), resulting in a response rate of 82.0% (previous year: 72.2%). Both the number of responding companies and the response rate have increased.

The average score was 87.6% (previous year: 90.0%), representing a slight decrease. The reason for the decline in scores across many items was an increase in the number of suppliers who were new to the assessment and still in the early stages of their initiatives. Going forward, we will continue our collaborative efforts while further enhancing communication with these companies.



Unit: %

Assessed items	Score rate		
	2025	2026	diff.
CSR governance	87.0	87.4	+0.5
Human rights	91.6	88.1	-3.5
Labor	94.1	91.7	-2.4
Environment	87.0	82.7	-4.3
Fair corporate practice	87.4	83.9	-3.5
Quality and safety	96.3	93.9	-2.5
Information security	92.7	90.3	-2.4
Supply chains	88.8	87.3	-1.5
Harmonious coexistence with local communities	85.2	82.2	-3.0
Over all	90.0	87.6	-2.4



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Appendix

Survey Items

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

Continued.

Survey Items

Major items	Intermediate-level items
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

Continued.

Survey Items

Major items	Intermediate-level items
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