

Environmental Data

Pigeon Group CO2 Emission		Unit : t-CO2		
		Jan.2018	Dec.2019*3	Dec.2020
Pigeon Group Total *1	Scope 1	3,033	2,674	2,615
	Scope 2	24,233	23,112	22,307
	Scope 1&2	27,266	25,785	24,922
CO2 Emission Intensity total (kg-CO2/Net sales (¥ millions))		260.3	257.8	250.8
Factories	Scope 1	2,233	1,837	1,867
	Scope 2	22,231	21,349	20,709
	Scope 1&2	24,465	23,186	22,576
Sales・Services Sites*2	Scope 1	800	837	748
	Scope 2	2,002	1,763	1,597
	Scope 1&2	2,802	2,599	2,346

*1Boundary: All Pigeon sites, Consolidation Method : Operational Control

*2At some sales bases, CO2 emissions are calculated based on electricity usage as reflected in electricity charges based on emission coefficients published by the Ministry of the Environment.

*3Calculations for domestic operations for December 2019 are based on the 11-month period from February 1 to December 31, 2019 (due to a change in the fiscal year-end).

GHG Emissions of Lansinoh Group

		Dec. 2019		Dec. 2020	
		t-CO2e	Ratio	t CO2e	Ratio
Scope 1 Total		149	1%	100	0%
Scope 2 Total		1,153	6%	338	2%
Scope 3 Total		19,005	94%	21,816	98%
	Purchased Goods & Services	12,705	63%	14,647	66%
	Capital Goods	353	2%	342	2%
	Upstream Transportation Distribution	958	5%	1,256	6%
	Waste Generation in Operations	5	0%	6	0%
	Business Travel	577	3%	92	0%
	Employee Commuting	319	2%	211	1%
	Downstream Transportation & Distribution	2,244	11%	3,310	15%
	Use of Sold Products	101	0%	108	0%
	End-of-Life Treatment of Sold Products	1,743	9%	1,843	8%
Scope 1,2 & 3 Total		20,306	100%	22,255	100%

*Boundary: All Lansinoh group sites.

*The Carbon Footprint includes emissions of CO2 and six other Greenhouse Gas types specified in the Kyoto Protocol and adopted by the GHG Protocol standard.

*All data are verified by a partner namely DFGE, Institute for Energy, Ecology and Economy, and calculated in accordance with the guidelines of GHG Protocol.

*Reduction target of Lansinoh group: Committed and approved by the Science Based Targets Initiative (SBTi)

Scope 1& 2 : GHG Absolute Emission Reduction for 46% by 2030(from a 2019 base year)

Scope 3: GHG Emission Reduction for 69% per sales value added by 2030. (from a 2019 base year)

<https://lansinoh.com/pages/science-based-targets>

Amount of Renewable Energy Used and CO2 Emission Reduction

		Dec. 2019			Dec.2020		
		Amount of Usage (thousand kwh)	Ratio of Electricity Consumption of Pigeon Group (%)	CO2 Reduction (t-Co2)	Amount of Usage (thousand kwh)	Ratio of Electricity Consumption of Pigeon Group (%)	CO2 Reduction (t-Co2)
Pigeon Group	Total Renewable Energy	880	2.2%	710	1,863	4.8%	1,203
	Of which, Solar Panels Total	880	2.2%	710	1,164	3.0%	946
	Of which, Hydroelectric Power Usage Total	0	0.0%	0	699	1.8%	257

*Boundary: All Pigeon group sites with use of renewable energy.

Initial Investment and Annual Maintenance Cost of Solar Panels

Unit: 1,000 JPY

	Dec.2019	Dec.2020
Pigeon Group*1	87,045	455

*Total of 4 manufacturing sites with solar panels

Tree-Planting Activity

	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020	
Pigeon Corporation	Number of seedlings planted(pcs)	130,000	135,000	140,000	145,000	150,000
	Total area planted (ha)	42.7	44.2	45.2	45.2	46.2
	Area of national forest planted (ha)*1	25.4	25.4	25.4	25.4	25.4
	CO2 absorption and storage (t) *1	147.4	147.5	147.7	148.1	148.0
	Water storage and purification volume (m3)*1	11,422	11,632	11,805	11,889	11,975

*1Based on the Kanto Regional Forest Office's "Corporate Forest Environmental Contribution Assessment" for national forest.

Total Amount of Water Consumption at Manufacturing Sites

Unit: 1,000m3

	Dec.2020	
	Total of all production sites	PIGEON INDIA PVT.LTD. (India) Water stressed area* ¹
Total of water withdrawal	219.2	0.9
Surface water	38.3	0.0
Groundwater	64.6	0.9
Seawater	0.0	0.0
Municipal potable water	116.4	0.0
Rainwater	0.0	0.0
Quarry water	0.0	0.0
Withdrawal from other organizations	0.0	0.0
Others	0.0	0.0
Total of water discharge	169.7	0.7
Surface water	84.0	0.0
Groundwater	0.0	0.0
Seawater	0.0	0.0
Sewerage	61.4	0.0
Discharge to other organizations	24.3	0.7
Others	0.0	0.0
Total of water withdrawal	49.6	0.2

* Boundary: All manufacturing sites (Sites coverage 100%)

*¹Manufacturing sites in water stressed regions : Among 10 manufacturing sites of Pigeon Group, PIGEON INDIA PVT.LTD, is the only facility located in water stressed region, India. The share of PIGEON INDIA for the consolidated sales in 2020 was 0.6% and it mainly produces molded products such as nursing bottles and silicone nipples. Thus, the amount of water withdrawn and discharge are kept at the lowest among all production sites of Pigeon Group.

Total Amount of Water Withdrawn at Manufacturing Sites

Unit: 1,000m3

Country	Company	Dec.2019	Dec.2020
Japan	Pigeon Home Products Corporation	55.2	63.7
	Pigeon Manufacturing Hyogo Corporation	10.0	10.6
	Pigeon Manufacturing Ibaraki Corporation	19.7	20.0
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	28.4	24.3
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	23.3	20.9
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	36.7	33.6
	THAI PIGEON CO., LTD.	29.1	25.4
India	PIGEON INDIA PVT. LTD.* ¹	1.6	0.9
Indonesia	PT PIGEON INDONESIA	10.7	17.0
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3.1	2.9
Total Amount of Water Withdrawn* ¹		217.7	219.2

*Boundary: All manufacturing sites

Total Amount of Water Discharged at Manufacturing Sites

Unit: 1,000m3

Country	Company	Dec.2019	Dec.2020
Japan	Pigeon Home Products Corporation	48.9	56.6
	Pigeon Manufacturing Hyogo Corporation	4.0	5.7
	Pigeon Manufacturing Ibaraki Corporation	10.1	9.0
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	24.1	21.1
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	17.9	17.1
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	22.0	19.3
	THAI PIGEON CO., LTD.	23.0	20.3
India	PIGEON INDIA PVT. LTD.* ¹	1.0	0.7
Indonesia	PT PIGEON INDONESIA	9.9	17.0
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3.1	2.9
Total Amount of Water Discharged		164.1	169.7

*Boundary: All manufacturing sites

Total Amount of Waste Generated

Unit: ton

		Jan.2018	Dec.2019	Dec.2020* ¹
Pigeon Group Total	Total Amount of Waste Generated* ¹	3,902	3,660	3,799
	Amount of waste reused or recycled* ²	2,856	2,694	3,278
	Reuse and Recycle Rate (%)* ²	73.2%	73.6%	86.3%
	Amount of Industrial Waste* ³	1,047	967	520
	Intensity of Industrial Waste (kg-CO ₂ / ¥ Million JPY)	10.0	9.7	5.2
	Of which, Amount of Hazardous Waste**	19	15	17

Boundary: All Pigeon sites covering manufacturing sites, sales and service facilities (excludes Pigeon (Shanghai) Co., Ltd. and the Pigeon Osaka Branch)

The followings are coverage ratios for each data

*¹ 93.9%*² 2018 30.9%, 2019, 30.9%, 2020 93.9%*³ 93.9%

**30.0%

Procurement Volume of Raw Materials

Unit: ton

		Jan.2018	Jan.2019	Dec.2019	Dec.2020
Pigeon Group	Raw Material				
	Silicone	1,416	1,673	1,522	1,423
	PP	1,101	1,108	1,632	1,183
	PPSU	401	556	445	383

Pigeon Group Companies with ISO 14001 Certification

Company	Location
Tsukuba Office, Pigeon Corporation	Ibaraki Prefecture, Japan
Pigeon Home Products Corporation	Shizuoka Prefecture, Japan
Pigeon Manufacturing Hyogo Corporation	Hyogo Prefecture, Japan
Pigeon Manufacturing Ibaraki Corporation	Ibaraki Prefecture, Japan
PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	China
PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	China
PIGEON INDIA PVT. LTD.	India
PIGEON INDUSTRIES (THAILAND) CO., LTD.	Thailand
THAI PIGEON CO., LTD.	Thailand
PT PIGEON INDONESIA	Indonesia
LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD. CO.	Turkey

*The acquisition rate for all production sites, subject to acquisition, is 100%.

Compliance status with Environmental Laws and Regulations

		Dec.2020
Pigeon Group	Number of incidents (case)	1
	Total fines (1,000 JPY)	152

Due to a leak incident at PIGEON INDUSTRIES (THAILAND) CO., LTD.

Social Data

Amounts Spent on Social Contribution Activities

Unit: 1,000 JPY

		Dec.2020
Pigeon Group	Total	120,284
	of which, amount of monetary donations	68,634
	of which, amount spent for products and goods donated	51,650
	Main organizations of donations and contributions made to	
	Japan Human Milk Bank Association	
	Pigeon Scholarship Foundation	
	Beijing Chunmiao Charity Foundation	
	Good+Foundation	
	NAACP	

*Boundary : All Pigeon Group

Status of Employees

		Jan.2016	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020	
Pigeon Group	Total Employees	Total (persons)				3,954	3,886	
		Male (persons)				1,441	1,465	
		Female (persons)					2,513	2,421
		Female Ratio(%)					63.6%	62.3%
		Ratio(%)						
	Number of Managers (Persons)	Total (persons)						467
		Male (persons)						286
		Female (persons)						181
	Persons with Disabilities	Ratio(%)						38.8%
		Temporary Employee Ave. Ratio(%)						0.7%
Full time staff voluntary turnover	Ratio(%)	32.4%	31.5%	28.6%	25.4%	23.9%	23.3%	
	Ratio(%)						8.6%	
Pigeon Corporation	Total Employees	Total (persons)	348	347	351	359	361	373
		Male (persons)	232	231	228	226	223	226
		Female (persons)	116	116	123	133	138	147
		Foreign Citizens (persons)	8	9	8	8	8	9
		Female Ratio(%)	33.3%	33.4%	35.0%	37.0%	38.2%	39.4%
		Foreign Citizens Ratio(%)	2.3%	2.6%	2.3%	2.2%	2.2%	2.4%
	Number of Managers	Total (persons)	64	71	71	71	76	75
		Male (persons)	52	57	60	59	61	59
		Female (persons)	12	14	11	12	15	16
		Female Ratio(%)	18.8%	19.7%	15.5%	16.9%	19.7%	21.3%
	Persons with Disabilities	Ratio(%)	1.6%	1.7%	1.7%	2.0%	2.9%	2.7%
		Temporary Employee Ave. Ratio(%)	66%	65%	63%	29%	22%	21%
	Full time staff voluntary turnover	Ratio(%)	3.2%	2.6%	3.1%	3.3%	2.8%	1.3%
		Ratio(%)						
	Average Age of Employees	Total (age)	43	43	43	43	43	43
		Male (age)	44	44	44	45	45	44
		Female (age)	42	42	43	40	41	41
	Average length of employment	Total (years)	10	10	10	16	16	15
		Male (years)	17	17	17	17	17	16
		Female (years)	8	8	9	14	14	13
	Number of Hires, New Graduates	Total (persons)	10	11	12	9	9	8
		Male (persons)	3	3	7	3	6	4
		Female (persons)	7	8	5	6	3	4
	Number of Hires, Mid-Career	Total (persons)	5	6	12	19	17	16
		Male (persons)	2	4	3	8	10	7
		Female (persons)	3	2	9	11	7	9
	Total Number of Hires	Total (persons)	15	17	24	28	26	24
		Total (%)	0.0%	10.0%	0.0%	20.0%	18.1%	41.6%
	New Graduates Voluntary Turnover, after 3 years of Employment	Male (%)	0.0%	16.6%	0.0%	0.0%	12.5%	42.8%
		Female (%)	0.0%	0.0%	0.0%	28.5%	33.3%	40.0%

Number of Directors, Audit & Supervisory Board Members, Managing Officers, by gender

		Jan.2016	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020	
Pigeon Corporation	Directors (Persons)	Total	9	10	10	11	10	12
		Male	9	10	10	10	9	9
		Female	0	0	0	1	1	3
		Female Ratio(%)	0.0%	0.0%	0.0%	9.1%	10.0%	25.0%
	Audit & Supervisory Board Members (Persons)	Total	4	4	4	4	4	4
		Male	4	4	4	4	3	3
		Female	0	0	0	0	1	1
		Female Ratio(%)	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%
	Managing Officers (Persons)	Total	11	10	13	14	13	13
		Male	10	9	11	12	12	12
		Female	1	1	2	2	1	1
		Female Ratio(%)	9.1%	10.0%	15.4%	14.3%	7.7%	7.7%
	Directors, Audit & Supervisory Board Members , Managing Officers (%)	Male (%)	95.8%	95.8%	92.6%	89.7%	88.9%	82.8%
		Female (%)	4.2%	4.2%	7.4%	10.3%	11.1%	17.2%

Paid Leave Take-up Rate & Total Hours of Overtime per Employee

		Jan.2016	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020
Pigeon Corporation	Paid Leave Take-up Rate (%)	44.0%	49.0%	53.4%	60.7%	69.5%	63.6%
	Total Hours of Overtime per Year (Hours)	46	45	54	65	100	80

Employment System Utilization Status

Employment System		Jan.2016	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020
Pigeon Corporation	Life design leave and temporary retirement **1(Persons)	1	2	0	0	1	2
	Family care leave (Persons)	-	-	-	-	-	0
	[Female]Childcare Leave (Persons)	2	7	9	4	6	8
	[Female]Childcare Leave Take-up Rate (%)	67%	100%	100%	100%	100%	100%
	[Male]Childcare Leave (Persons)	14	11	7	6	10	7
	[Male]Childcare Leave Take-up Rate (%)	100%	100%	100%	100%	100%	100%
	Return Rate after childcare leave(%)	100%	100%	100%	100%	100%	100%
	Work experience at outside companies (Persons)	-	-	-	-	-	2
	Voluntary Transfer through internal recruitment (Persons)	-	-	-	-	-	1

*1Life design leave and temporary retirement: Up to 2 years of leave or absence for the purpose of fertility treatment or adoption.

Activities for Respecting Human Rights

		Dec.2020
Pigeon Group	Training on human rights (times)	20
	Serious internal human rights issues (cases)	0

CSR assessment report is available at https://www.pigeon.com/sustainability/csr_procurement/

Occupational health and safety

		Dec.2020
Pigeon Group	Total number of occupational accidents (Persons)**	65
	of which, number of lost-time accident (Persons)**	12
	of which, number of accidents resulting in serious injury (Persons) *1	2
	of which, number of fatal accidents (Persons)	0
	Lost-time accident rate*2	0.68
	Number of employees participating in training/training related to occupational safety standards(Persons)	2,491

Calculation is based on total number of employees and contractors.

Among total number of occupational accidents, twelve of them were work related commuting accidents.

Among lost-time accidents and accidents resulting in serious injury, six and one of them were also work related commuting accidents.

*1As for one industrial accident resulting in serious injury occurred, an investigation to find a cause was conducted and added a risk point in the risk assessment, in addition to an implementation of measures to prevent recurrence.

**Injuries from which recovery is not expected or from which full recovery to pre-injury health condition is not expected within 6 months.

**Number of fatal accidents and injuries due to industrial accidents per million total work hours (includes total number of lost-time accidents, more than 1 day leave, and accidents resulting in serious injury, excludes work related commuting accidents).

**The data has been corrected in this update due to an error found in the scope of calculation in previous data.

Education and Training

		Jan.2016	Jan.2017	Jan.2018	Jan.2019	Dec.2019	Dec.2020
Pigeon Group	Compliance Training Implementation (%)**1	-	-	-	-	-	100%
Pigeon Corporation	Number of participants in Japan Women's Innovative Network (persons)	6	6	6	6	-	2
	Next Generation Management Human Resource Development Selection Training (persons)	21	10	2	-	-	-
	Total hours of training for skill development (hours)	-	-	-	-	-	418
	Average training time per employee (hours)**2	-	-	-	-	-	1

*1Annual training at all group companies

**Due to the spread of Covid-19, a number of scheduled training programs were cancelled.

Pigeon Group Companies with ISO 45001 (OHSAS 18001) Certification

Company	Location
Pigeon Home Products Corporation	Shizuoka Prefecture, Japan
Pigeon Manufacturing Hyogo Corporation	Hyogo Prefecture, Japan
Pigeon Manufacturing Ibaraki Corporation	Ibaraki Prefecture, Japan
PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	China
PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	China
PIGEON INDIA PVT. LTD	India
PIGEON INDUSTRIES (THAILAND) CO., LTD.	Thailand
THAI PIGEON CO., LTD.	Thailand
PT PIGEON INDONESIA	Indonesia
LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD. CO.	Turkey

*The acquisition rate for all production sites, subject to acquisition, is 100%.

Pigeon Group Companies with ISO 9001 Certification

Company	Location
Pigeon Corporation	Tokyo, Japan
Pigeon Manufacturing Hyogo Corporation	Hyogo Prefecture, Japan
Pigeon Manufacturing Ibaraki Corporation	Ibaraki Prefecture, Japan
Pigeon Home Products Corporation	Shizuoka Prefecture, Japan
Thai Pigeon Co., Ltd.	Thailand
Pigeon Industries (Thailand) Co.,Ltd.	Thailand
Pigeon (SHANGHAI) Co.,Ltd.	China
Pigeon Manufacturing (Shanghai) Co., Ltd.	China
Pigeon Industries (Changzhou) Co.,Ltd.	China
Pigeon India Pvt.Ltd.	India
Pigeon Singapore Pte.Ltd.	Singapore
PT Pigeon Indonesia	Indonesia
LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD. CO.	Turkey

*The acquisition rate for all sites, subject to acquisition, is 100%.

Governance Data

● : Chair

○ : Participant in attendance

Board of Directors, Audit & Supervisory Board Members and Managing Officers

	Name	Board of Directors		Audit & Supervisory Board Members		Remuneration Committee		Nominated Committee	
		Affiliation	Attendance Dec.2020	Affiliation	Attendance Dec.2020	Affiliation	Attendance** Dec.2020	Affiliation	Attendance Dec.2020
Directors	Yoichi Nakata	○	(8/8 100%)						
	Shigeru Yamashita	●	(8/8 100%)			○	(3/3 100%)	○	(4/4 100%)
	Norimasa Kitazawa	○	(8/8 100%)			○	(3/3 100%)	○	(4/4 100%)
	Eiji Akamatsu	○	(8/8 100%)						
	Tadashi Itakura	○	(8/8 100%)						
	Yasunori Kurachi	○	(8/8 100%)						
	Kevin Vyse-Peacock	○	(6/8 75%)						
	Takayuki Nitta	○	(8/8 100%)			●	(3/3 100%)	●	(4/4 100%)
	Rehito Hatoyama	○	(8/8 100%)			○	(3/3 100%)	○	(4/4 100%)
	Erika Okada	○	(8/8 100%)			○	(3/3 100%)	○	(4/4 100%)
	Chiaki Hayashi	○	(6/6 100%)						
Auditors	Keriko Yamaguchi	○	(5/6 83%)						
	Kazuhsa Amari	○	(8/8 100%)	●	(8/8 100%)				
	Tsutomu Matsunaga	○	(6/6 100%)	○	(5/5 100%)				
	Koichi Otsu	○	(8/8 100%)	○	(8/8 100%)				
	Atsuko Taishido	○	(8/8 100%)	○	(8/8 100%)				

*Independent directors based on the regulations of the Tokyo Stock Exchange

**Independent directors who satisfy the requirements for an independent director based on the regulations of the Tokyo Stock Exchange

** There were two written resolutions, additionally.

Total Amount of Remuneration Paid to Directors and Audit & Supervisory Board Member (including employees and officers concurrently serving subsidiary companies)

Executive category	Dec.2020			No. of executives in each category (Persons)
	Total remuneration (JPY millions)	Total remuneration by category (JPY millions)		
		Fixed remuneration	Performance- linked remuneration	
Directors (not including outside directors)	619	408	210	7
Outside Directors	55	55	-	5
Audit & Supervisory Board Members (not including Outside Audit & Supervisory Board Members)	55	55	-	3
Outside Audit & Supervisory Board Members	19	19	-	2

* At the April 25, 2019 62nd Ordinary General Meeting of Shareholders, Pigeon abolished its retirement benefit system for directors. Accordingly, current 6 directors were paid closing retirement benefits.

Total Consolidated Remuneration of Persons Receiving more than ¥100 Million.

Name	Dec. 2020				
	Total consolidated remuneration (JPY millions)	Executive category	Company	Amount by category of consolidated remuneration (JPY millions)	
				Fixed remuneration	Performance- linked remuneration
Kevin Vyse-Peacock	143	Director	Pigeon Corporation	3	5
		Director	Lansinoh Laboratories, INC.	71	61
Norimasa Kitazawa	116	Director	Pigeon Corporation	81	35

(Reference) Total Consolidated Remuneration Paid to Directors and Audit & Supervisory Board Members

Category	Dec. 2020	
	No. of person paid	Amount paid (JPY millions)
Directors	12	541
[of which: Outside Directors]	[5]	[55]
Audit & Supervisory Board Members	5	75
[of which: Outside Audit & Supervisory Board]	[2]	[19]
Total	17	616
[of which: outside executives]	[7]	[74]

1.Total payments to Directors do not include the employee portion of payments to persons who serve as both Directors and employees.

2.The limit on remuneration for Directors was fixed at the April 25, 2019 62nd Ordinary General Meeting of Shareholders at ¥800 million per year (of which: a limit of ¥100 million for Outside Directors, not including the employee portion of payments). Separate from the above remuneration category, remuneration in the performance share plan was fixed at the April 25, 2019 62nd Ordinary General Meeting of Shareholders at ¥600 million for three fiscal years (except the fiscal year ended December 2019, for which a limit of ¥200 million applied).

3.The limit on remuneration for Audit & Supervisory Board Members was fixed at the April 28, 2009 52nd Ordinary General Meeting of Shareholders at ¥100 million per year.

4.Based on a resolution of the April 25, 2019 62nd Ordinary General Meeting of Shareholders, retirement benefits are to be paid upon retirement of directors and the total amount is calculated as ¥ 599 million.

Also, based on the closing retirement benefit paid to Directors at the time of their retirement, pursuant to the scrapping of the retirement benefit system for Directors, as resolved at the April 25, 2019 62nd Ordinary General Meeting of Shareholders, Pigeon plans to pay a retirement benefit to Directors at the time of their retirement, with a total amount of ¥599 million.

5.The amount of remuneration to Directors (not including Outside Directors) includes the remuneration in the performance share plan.

Responsible Dialogue with Shareholders and Other Investors

	Dec.2020
64th Ordinary General Meeting of Shareholders (March 30, 2021)	Number of attendees: 55** Voting rights exercised : 88.6%
IR meetings with institutional investors	Total number of correspondences: 424

** Participatory virtual shareholder meeting was also conducted

Compliance Status

	Dec.2020
Pigeon Group	
Number of violation of compliance (cases)	4
Of which, relating to corruption (cases)	0
Of which, relating to prevention of unfair competition (cases)	0
Number of employees disciplined or dismissed due to violation of compliance(cases)	4
Costs of fines, penalties, or settlements resulting from compliance violations (JPY)	0
Of which, cost of fines, penalties, or settlements resulting from corruption (JPY)	0
Number other legal violations (cases)	0
Total amount of political contributions (JPY)	0

Usage Status of Whistle-blowing System

	Jan.2019	Dec.2019	Dec.2020
Pigeon Group			
Internal Report (cases)	4	1	3
External report and consultation (cases)	0	0	0