

## CO2 Emission of Pigeon Group

		FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Group	Scope 1*1 (tonnes of CO2)	3,198	2,959	2,911	2,855
	Scope 2*1 (tonnes of CO2)	25,005	23,972	22,062	20,655
	Scope 1&2 total (tonnes of CO2)	28,203	26,931	24,973	23,510
	Intensity*2 (kg-CO2/Net sales (¥ millions))	286.1	285.8	265.6	252.6
	Intensity reduction rate(%) compared to FY 2018	-	-0.1%	-7.2%	-11.7%
	Electricity consumption*3 (MWh)	40,956	39,973	39,630	39,290

Boundary: Pigeon Corporation and all of the consolidated subsidiaries in Japan and overseas (Coverage 100%)

Calculation method : Scope 1 emissions; Calculations are based on energy-derived CO2 emission. For the Japan business, Co2 emission factors specified in Japan's Act on Promotion of Global Warming Measures are applied. For the overseas businesses, Co2 emission factors published by local governments are used when available, otherwise, the emission factors published by IPCC and Japan's Act on Promotion of Global Warming Measures are applied.

Scope 2 emissions: Where supplier-specific Co2 emission factors are available, those are applied. Otherwise, the average Co2 emission factors of the local country or electricity grid are applied. Co2 emission factors for electricity consumption corresponding to the amount of purchased renewable energy and renewable energy certificates are set to zero.

\*1The CO2 emissions for FY2018, FY2019 and FY2020 have been revised due to a review of past data.

\*2The values of intensity for Y2018, FY2019 and FY2020 have been restated as a result of recalculation of net sales according to the revised Accounting Standard for Revenue Recognition.

\*3The scope of calculation covers purchased electricity and electricity generated by our own solar panels installed at our manufacturing sites.

## Scope 3 GHG emissions for Japan Business and Lansinoh Business

Unit: Thousand tonnes of CO2e

		FY2020	FY2021
Japan Business & Lansinoh Business	Purchased goods and services	120.6	101.3
	Capital goods	2.3	2.8
	Fuel- and energyrelated activities	1.1	0.8
	Upstream transportation and distribution	6.8	6.6
	Waste generated in operations	3.0	3.0
	Business travel	0.3	0.1
	Employee commuting	1.2	1.3
	Downstream transportation and distribution	3.4	1.9
	Use of sold products	5.1	4.4
	End-of-life treatment of sold products	10.8	9.5
	Franchises	0.02	0.02

\*The calculation covers our Japan Business and Lansinoh Business. These Businesses accounted for 55%\* of consolidated net sales in FY2021. (Coverage is 55% on net sales basis.)

Please refer to "Scope 3 Greenhouse Gas Emissions for Japan Business" for the details of organizational boundary and calculation methods for Japan Business.

\*Before eliminating inter-segment transactions.

## GHG Emission of Japan Business

		FY 2020	FY 2021
Japan Business	Scope 1 (Thousand tonnes of CO2)	1	1
	Scope 2 (Thousand tonnes of CO2)	3	3
	Scope 3 (Thousand tonnes of CO2e)	132	112
	Purchased Goods & Services	106	88
	Capital Goods	2	2
	Fuel-and energy related activities	1	1
	Upstream Transportation & Distribution	5	5
	Waste Generation in Operations	3	3
	Business Travel	0.2	0.1
	Employee Commuting	1	1
	Use of Sold Products	5	4
	End-of-Life Treatment of Sold Products	9	8
	Franchises	0.02	0.02

Boundary: Pigeon Corporation, Pigeon Home Products Corporation, Pigeon Manufacturing Hyogo Corporation, Pigeon Manufacturing Ibaraki Corporation, Pigeon Tahira Corporation, Pigeon Hearts Corporation, Pigeon Manaka Corporation

Calculation method for Scope 3 emissions: GHG emissions are calculated using "Database of emissions unit values for calculating greenhouse emissions throughout the supply chain Ver.3.1 (July, 2021)", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry, hereafter, "Emission factors DB", as well as the "LCI database IDEA version 2.3" developed by Research Group for Society and LCA of Research Institute of Science for Safety and Sustainability, National Institute of Advanced Industrial Science and Technology(AIST) and Japan Environmental Management Association for Industry (JEMAI).

Purchased Goods & Services: GHG emission is calculated for products sold in Japanese market by Pigeon Group as a general rule. GHG emissions from products purchased from other companies, and raw materials and other materials purchased to produce our own products are calculated. It excludes purchased products and materials for exports to overseas and any purchase of raw materials and other materials consumed to produce OEM products or contract produced based on requests from other companies. For the products and materials whose weight are identified, GHG emissions are calculated based on the weight of each product/material. However, for those items of which weight were not identified, purchased monetary amounts are used for calculations. In addition, purchased goods and services accounted as advertising expense, sales and promotion expense, research and development expense and manufacturing supplies expense, which are relatively large portions of sales and general administrative expenses, are included in the calculation.

Use of Sold Products: This category includes emissions from the use of Pigeon's electric appliances such as Electric Breast Pumps, Electric Milk Warmers, Electric Nose Cleaners, as well as emissions derived from energy consumed when Pigeon's nursing bottle users sterilize their nursing bottles by boiling or by using microwaves. The numbers of Pigeon's nursing bottle users, the numbers of each user who sterilize by boiling and by using microwave are based on our own estimations.

End-of-Life Treatment of Sold Products: Products whose weight are identified are in the scope of the calculation. Emissions are calculated by using an emission factor by waste type included in Table 9 of Emission Factors DB.

Franchises: This category covers childcare business.

## GHG Emissions of Lansinoh Business

		FY 2019	FY 2020	FY 2021
Lansinoh Business	Scope 1 (Thousand t-CO2)	0.1	0.1	0.1
	Scope 2 (Thousand t-CO2)	0.9	0.3	0.0
	Scope 3 (Thousand t-CO2e)	19.7	22.6	19.3
	Purchased Goods & Services	12.7	14.6	13.1
	Capital Goods	0.4	0.3	0.3
	Upstream Transportation & Distribution	1.5	1.8	1.8
	Waste Generation in Operations	0.0	0.0	0.0
	Business Travel	0.6	0.1	0.0
	Employee Commuting	0.3	0.2	0.1
	Downstream Transportation & Distribution	2.2	3.4	1.9
	Use of Sold Products	0.1	0.1	0.1
	End-of-Life Treatment of Sold Products	1.7	1.8	1.8

\*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>

## Pigeon Group's Energy Consumption

Energy carriers	FY2021 (MWh)
Fuels	12,708
Purchased electricity	36,962
Purchased heat	24
Electricity generated by own solar panels	2,328
Total	52,022

【Boundary of calculations】

Pigeon Corporation and all of the consolidated subsidiaries in Japan and overseas. (Sites coverage 100%)

【Calculation method】

Fuels consumption is calculated based on higher heating values specified in the Energy Saving Act in Japan.

## Amount of Renewable Energy Used and CO2 Emission Reduction

		FY 2019			FY 2020			FY 2021		
		Amount of Usage (MWh)	Ratio of Electricity Consumption of Pigeon Group (%)	CO2 Reduction (tonnes of CO2)	Amount of Usage (MWh)	Ratio of Electricity Consumption of Pigeon Group (%)	CO2 Reduction (tonnes of CO2)	Amount of Usage (MWh)	Ratio of Electricity Consumption of Pigeon Group (%)	CO2 Reduction (tonnes of CO2)
Pigeon Group	Electricity generated from renewable energy sources	880	2%	711	1,928	5%	1,233	3,649	9%	2,127
	Of which, electricity generated by own solar panels installed at our manufacturing sites* <sup>1</sup>	880	2%	711	1,159	3%	944	2,328	6%	1,617
	Of which, purchased electricity from renewable energy source	0	0%	0	769	2%	289	1,321	3%	510
	Renewable Energy Certificates Purchased* <sup>2</sup>	0	0%	0	1,855	5%	800	3,364	9%	1,462

\*<sup>1</sup>Total amount of electricity generated by solar panels installed at our manufacturing sites

Our manufacturing sites with solar panels installed and the months of start of power generation:

1. PIGEON MANUFACTURING (SHANGHAI) CO., LTD. May, 2019

2. PIGEON INDUSTRIES (CHANGZHOU) CO., LTD. May, 2019

3. PIGEON INDIA PVT. LTD. October, 2019

4. PT PIGEON INDONESIA September, 2020

5. THAI PIGEON January, 2021

\*<sup>2</sup>Includes J-credit (electricity from renewable energy sources) and FIT Non-Fossil Certificate in Japan, RECs and I-RECs in overseas

## Independent Verification on GHG Emissions

Certified Companies	Certifying Organization	Date of Certification
PIGEON HOME PRODUCTS CORPORATION	Japan Quality Assurance Organization	7-Jun-22
PIGEON MANUFACTURING HYOGO CORPORATION		
PIGEON MANUFACTURING IBARAKI CORPORATION		
PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	SGS-CSTC Standard Technical Services Co., Ltd.	9-Sep-22
PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	Hangzhou WIT Assessment Co., Ltd.	27-Jul-22
PIGEON INDUSTRIES (THAILAND) CO., LTD.	LRQA (Thailand) Ltd.	20-Jun-22
THAI PIGEON CO., LTD.		25-Oct-22
PIGEON INDIA PVT. LTD.	URS Verification Pvt. Ltd.	8-Jun-22
LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	GUTcert	29-Aug-22

\*Among all 10 manufacturing sites in Pigeon Group, 9 companies have been verified for their GHG emissions of FY2021 (Sites coverage: 90%)

## Expenses associated with GHG reduction

Unit: million yen

	FY 2019	FY 2020	FY 2021
Pigeon Group* <sup>1</sup>			
Solar panel installation and maintenance	87	0.5	42
Purchases of electricity from renewable energy sources	-	-	8
Purchases of Renewable Energy Certificates*	-	0.1	2
Total	87	0.6	52

\*Includes J-credit (electricity from renewable energy sources) and FIT Non-Fossil Certificate in Japan, RECs and I-RECs in overseas

## Tree-Planting Activity

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Group						
Accumulated number of seedlings planted(pcs)	130,000	135,000	140,000	145,000	151,500	168,724
Annual number of seedlings planted(pcs)	5,000	5,000	5,000	5,000	6,500	17,224
Pigeon Corporation						
Accumulated number of seedlings planted(pcs)	130,000	135,000	140,000	145,000	150,000	152,500
Annual number of seedlings planted(pcs)	5,000	5,000	5,000	5,000	5,000	2,500
Annual CO2 absorption (t-CO2)* <sup>1</sup>	-	-	-	-	-	507.0
Of which, government owned forest						
Accumulated number of seedlings planted(pcs)	80,000	80,000	80,000	80,000	80,000	80,000
Annual CO2 fixation (t-CO2)* <sup>2</sup>	148	148	148	148	148	-
Water storage and purification volume (m3)* <sup>2</sup>	11,632	11,805	11,889	11,975	12,021	-
Of which, Pigeon owned forest (Miwa no Mori)						
Accumulated number of seedlings planted(pcs)	50,000	55,000	60,000	65,000	70,000	72,500

In Japan, since 1987, we have continued our tree-planting activity in government owned forest as "Newborn Baby Commemorative Tree-Planting Campaign".

After 2007 onwards, the activity shifted its location to company owned forest, Pigeon Miwa no Mori.

\*<sup>1</sup>Based on calculation tool publicized by Ministry of Agriculture, Forestry and Fisheries

\*<sup>2</sup>Based on the Kanto Regional Forest Office's "Corporate Forest Environmental Contribution Assessment report".

## Water withdrawal and Water discharged

Unit: 1,000m3

	FY 2020		FY 2021	
	Total of all production sites	PIGEON INDIA PVT.LTD. (India) Water stressed area* <sup>1</sup>	Total of all production sites	PIGEON INDIA PVT.LTD. (India) Water stressed area* <sup>1</sup>
Total of water withdrawal	219	0.9	212	1.2
Surface water	38	0.0	32	0.0
Groundwater	65	0.9	61	1.2
Seawater	0	0.0	0	0.0
Municipal potable water	116	0.0	119	0.0
Rainwater	0	0.0	0	0.0
Used quarry water collected in the quarry	0	0.0	0	0.0
External wastewater	0	0.0	0	0.0
Others	0	0.0	0	0.0
Total of water discharged	170	0.7	171	0.9
Surface water	84	0.0	88	0.0
Groundwater	0	0.0	0	0.0
Seawater	0	0.0	0	0.0
Sewerage	61	0.0	63	0.0
Discharge to other organizations	24	0.7	20	0.9
Others	0	0.0	0	0.0
Total of water Consumption	50	0.2	41	0.3

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

\*<sup>1</sup>Manufacturing 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 2021 was 0.7% 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. The composition rate of water consumption of PIGEON INDIA PVT.LTD. was 0.8% of all factories in FY2021.

## Water Withdrawal by Manufacturing Sites

Unit: 1,000m3

Country	Company	FY 2019	FY 2020	FY 2021
Japan	PIGEON HOME PRODUCTS CORPORATION	55	64	60
	PIGEON MANUFACTURING HYOGO CORPORATION	10	11	10
	PIGEON MANUFACTURING IBARAKI CORPORATION	20	20	23
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	28	24	30
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	23	21	16
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	37	34	26
	THAI PIGEON CO., LTD.	29	25	26
India	PIGEON INDIA PVT. LTD.*1	2	1	1
Indonesia	PT PIGEON INDONESIA	11	17	17
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3	3	4
Total Amount of Water Withdrawn*1		218	219	212

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

## Water Discharged by Manufacturing Sites

Unit: 1,000m3

Country	Company	FY 2019	FY 2020	FY 2021
Japan	PIGEON HOME PRODUCTS CORPORATION	49	57	54
	PIGEON MANUFACTURING HYOGO CORPORATION	4	6	6
	PIGEON MANUFACTURING IBARAKI CORPORATION	10	9	15
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	24	21	25
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	18	17	14
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	22	19	15
	THAI PIGEON CO., LTD.	23	20	20
India	PIGEON INDIA PVT. LTD.*1	1	1	1
Indonesia	PT PIGEON INDONESIA	10	17	17
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3	3	4
Total Amount of Water Discharged		164	170	171

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

## Waste Generated

		FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Group Total	Total amount of industrial waste generated (tonnes)	3,903	3,663	3,835	3,770
	Of which, amount of waste reused or recycled (tonnes)	2,856	2,694	3,415	3,500
	Reuse and Recycle Rate (%)	73%	74%	89%	93%
	Amount of Industrial Waste not reused nor recycled*1	1,048	969	420	271
	Intensity (kg-CO2/Net sales ¥ Million JPY) *2	10.6	10.3	4.5	2.9
	Intensity reduction rate(%) compared to previous year	-	-3%	-57%	-35%
	Intensity reduction rate(%) compared to FY2018	-	-3%	-58%	-73%
	Amount of hazardous waste included in industrial waste generated (tonnes)	135	99	81	116

\*Boundary: Pigeon Corporation and all of the consolidated subsidiaries in Japan and overseas (Coverage 100%)

The actual data for 2018, 2019 and 2020 has been corrected as there were some omission in the past calculation.

\*1The numerator of the intensity is the amount of industrial waste which was not reused nor recycled.

\*2 The values of intensity for Y2018, FY2019 and FY2020 have been restated as a result of recalculation of net sales according to the revised Accounting Standard for Revenue Recognition.

## Palm Oil/Palm Kernel Oil Usage and RSPO Credit Purchases

Type	Amount Used (t)*	RSPO Credits Purchased and Used (t)
Palm Oil	176	CSP0: 25
Palm kernel oil	346	CSPKO: 28

\*Boundary : Pigeon Home Products Corporation, PIGEON SINGAPORE PTE. LTD., PIGEON INDUSTRIES (Thailand) CO., LTD., PT PIGEON BABY LAB INDONESIA

For Pigeon Home Products Corporation, calculation covers raw materials used to manufacture the company's own products. Products in scope: Detergent, cleansers, and skincare.

\* Amount of components derived from oil palms in raw materials, converted to equivalent in palm oil or palm kernel oil

## 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

		FY 2020	FY 2021
Pigeon Group	Number of incidents (case)	1	1
	Total fines (1,000 JPY)	152	163

FY2020: The value of grease and oil in wastewater exceeded the effluent standard at PIGEON INDUSTRIES (THAILAND) CO., LTD.

FY2021: The value of COD in wastewater exceeded the effluent standard at PIGEON INDUSTRIES (THAILAND) CO., LTD. due to a failure of wastewater treatment equipment.

## Social Data

## Amounts Spent on Social Contribution Activities

Unit: million yen

	FY 2020	FY 2021
Pigeon Group		
Total	120	101
of which, amount of monetary donations	69	61
of which, amount spent for products and goods donated	52	40
Main organizations of donations and contributions made to		
Japan Human Milk Bank Association		
Hubei Province, China (Support for flood disaster)		
Shanghai Children's Health Foundation		

\*Boundary : All Pigeon Group (coverage 100%)

## Status of Employees

		FY2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Pigeon Group	Total Employees	Total (persons)	3,743	3,739	4,306	3,875	3,954	3,886	3,935
		Male (persons)	1,190	1,226	1,460	1,475	1,441	1,465	1,493
		Female (persons)	2,553	2,513	2,846	2,400	2,513	2,421	2,442
		Female Ratio(%)	68%	67%	66%	62%	64%	62%	62%
		Japanese Nationality (persons)							1,320
		Foreign Nationality (persons)							2,615
		Foreign Nationality (%)							67%
	Of which, Persons at Management Positions	Total (persons)	-	-	-	-	-	478	492
		Male (persons)	-	-	-	-	-	287	282
		Female (persons)	-	-	-	-	-	191	210
		Female Ratio(%)	-	-	-	-	-	40%	43%
	Persons with Disabilities	Ratio(%)	-	-	-	-	-	0.4%	0.6%
	Temporary Employee	Annual average ratio(%)	32%	31%	29%	25%	24%	30%	28%
	Voluntary Turnover - Full Time Employees	Ratio(%)	-	-	-	-	-	9%	15%
Pigeon Corporation	Total Employees	Total (persons)	348	347	351	359	361	373	368
		Male (persons)	232	231	228	226	223	226	218
		Female (persons)	116	116	123	133	138	147	150
		Female Ratio(%)	0	33%	35%	37%	38%	39%	41%
		Foreign Nationality (persons)	8	9	8	8	8	9	8
		Foreign Nationality Ratio(%)	2%	3%	2%	2%	2%	2%	2%
	Of which, Persons at Management Positions	Total (persons)	64	71	71	71	76	75	71
		Male (persons)	52	57	60	59	61	59	54
		Female (persons)	12	14	11	12	15	16	17
		Female Ratio(%)	19%	20%	15%	17%	20%	21%	24%
	Persons with Disabilities	Ratio(%)	2%	2%	2%	2%	3%	3%	3%
	Temporary Employee	Annual average ratio(%)	66%	65%	63%	29%	22%	27%	27%
	Voluntary Turnover - Full Time Employees	Ratio(%)	3%	3%	3%	3%	3%	1%	2%
	Average Age of Employees	Total (age)	43	43	43	43	43	43	43
		Male (age)	44	44	44	45	45	44	44
		Female (age)	42	42	43	40	41	41	40
	Average Service Years of Employees	Total (years)	10	10	10	16	16	15	15
		Male (years)	17	17	17	17	17	16	16
		Female (years)	8	8	9	14	14	13	13
	Number of Hires, New Graduates	Total (persons)	10	11	12	9	9	8	8
		Male (persons)	3	3	7	3	6	4	1
		Female (persons)	7	8	5	6	3	4	7
	Number of Hires, Mid-Career	Total (persons)	5	6	12	19	17	16	5
		Male (persons)	2	4	3	8	10	7	1
		Female (persons)	3	2	9	11	7	9	4
	Total Number of Hires	Total (persons)	15	17	24	28	26	24	13
	Mid-Career Hires	Total (%)	33%	35%	50%	68%	65%	67%	38%
	Mid-Career Hires at management positions	Total (%)	-	-	-	-	-	44%	42%
	Voluntary Turnover- New Graduates after 3 Years of Employment	Total (%)	0%	10%	0%	20%	18%	42%	0%
		Male (%)	0%	17%	0%	0%	13%	43%	0%
Female (%)		0%	0%	0%	29%	33%	40%	0%	

## Number of Directors, Audit &amp; Supervisory Board Members, Managing Officers

		FY2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Pigeon Corporation	Directors	Total (Persons)	9	10	10	11	10	12	12
		Male (Persons)	9	10	10	10	9	9	9
		Female (Persons)	0	0	0	1	1	3	3
		Female Ratio(%)	0%	0%	0%	9%	10%	25%	25%
	Audit & Supervisory Board Members	Total (Persons)	4	4	4	4	4	4	4
		Male (Persons)	4	4	4	4	3	3	3
		Female (Persons)	0	0	0	0	1	1	1
		Female Ratio(%)	0%	0%	0%	0%	25%	25%	25%
	Managing Officers	Total (Persons)	11	10	13	14	13	13	11
		Male (Persons)	10	9	11	12	12	12	10
		Female (Persons)	1	1	2	2	1	1	1
		Female Ratio(%)	9%	10%	15%	14%	8%	8%	9%
	Directors, Audit & Supervisory Board Members, Managing Officers	Male (%)	96%	96%	93%	90%	89%	83%	81%
		Female (%)	4%	4%	7%	10%	11%	17%	19%

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

		FY2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Corporation	Paid Leave Take-up Rate (%)	44%	49%	53%	61%	70%	64%	70%
	Hours of Overtime per Year*	46	45	54	65	100	80	99

\*Excludes employees at management positions

Employment System Utilization Status

Employment System	FY2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Corporation							
Life design leave and temporary retirement *(Persons)	1	2	0	0	1	2	1
Family care leave (Persons)	-	-	-	-	-	0	1
[Female]Childcare Leave (Persons)	2	7	9	4	6	8	10
[Female]Childcare Leave Take-up Rate (%)	67%	100%	100%	100%	100%	100%	100%
[Male]Childcare Leave (Persons)	14	11	7	6	10	7	4
[Male]Childcare Leave Take-up Rate (%)	100%	100%	100%	100%	100%	100%	100%
Return Rate after childcare leave(%)	100%	100%	100%	100%	100%	100%	100%
Work experience at outside companies (Persons)	-	-	-	-	-	2	2
Voluntary Transfer through internal recruitment (Persons)	-	-	-	-	-	1	0
Volunteer and Pro Bono leave (Persons)	-	-	-	-	-	0	22

\*Life design leave and temporary retirement: Up to 2 years of leave or absence for purposes such as fertility treatment or adoption, for instance.

Activities for Respecting Human Rights

	FY 2020	FY 2021
Pigeon Group		
Training on human rights (times)	19	34
Serious internal human rights issues (cases )	0	0
CSR Assessment No. of suppliers requested to answer (companies)	-	235
of which, answered (companies)	-	223
of which, answered rate (%)	-	95%

CSR assessment report is available at [https://www.pigeon.com/sustainability/csr\\_procurement/](https://www.pigeon.com/sustainability/csr_procurement/)

Occupational health and safety

	FY 2020	FY 2021
Pigeon Group		
Total number of occupational accidents (Persons)	65	74
of which, number of industrial accident (Persons)	53	37
of which, number of work-related commuting accident (Persons)	12	37
of which, number of lost-time accident (Persons)	12	15
of which, number of industrial accident (Persons)	6	5
of which, number of work-related commuting accident (Persons)	6	10
of which, number of accidents resulting in serious injury (Persons) *1	2	1
of which, number of industrial accident (Persons)	1	0
of which, number of work-related commuting accident (Persons)	1	1
of which, number of fatal accidents (Persons)	0	0
Lost-time accident rate*2	0.59	0.50
Number of employees participating in training/training related to occupational safety standards	2,491	2,137

Boundary: Pigeon Corporation and all of the consolidated subsidiaries in Japan and overseas (Coverage 100%)

Calculation covers full-time employees, contractors and temporal employees (FY2021 coverage 100%, the number of temporal employees is not covered in FY 2020).

\*1As for industrial accidents 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.

\*1Injuries from which recovery is not expected or from which full recovery to pre-injury health condition is not expected within 6 months.

\*2Covers total number of occupational accidents per one million hours worked. The occupational accidents include number of lost-time accidents with more than 1 day leave, and accidents resulting serious injury, exclude work related commuting accidents.

\*2The data has been corrected in this update due to an error found in the scope of calculation in previous data.

Education and Training

	FY2015	FY2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Group							
Compliance Training Implementation (%)*	-	-	-	-	-	100%	100%
Pigeon Corporation							
Number of participants in Japan Women's Innovative Network (participants)	6	6	6	6	0	2	1
Next Generation Management Human Resource Development Selection Training (participants)	21	10	2	-	-	-	21
Global Leadership Training (participants)	38	42	31	23	12	11	33
Right-Brained Thinking Activation Training (participants)	-	-	-	-	-	-	250
Total hours of training for skill development (hours)	-	-	-	-	-	418	8,741
Average training hours per employee (days)	-	-	-	-	-	1	21
Average training hours per employee (hours)	-	-	-	-	-	0	3

\*Annual training at all group companies

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*2		Audit & Supervisory Board		Remuneration Committee*3		Nominated Committee		Governance Committee	
		Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance
			FY 2021		FY 2021		FY 2021		FY 2021		FY 2021
Directors	Yoichi Nakata		○ (7/7 100%)								
	Shigeru Yamashita		◎ (7/7 100%)			○ (3/3 100%)		○ (5/5 100%)		○ (6/6 100%)	
	Norimasa Kitazawa		○ (7/7 100%)			○ (3/3 100%)		○ (5/5 100%)		○ (6/6 100%)	
	Eiji Akamatsu		○ (7/7 100%)								
	Tadashi Itakura		○ (7/7 100%)							○ (6/6 100%)	
	Yasunori Kurachi		○ (7/7 100%)								
	Kevin Vyse-Peacock		○ (7/7 100%)								
	Takayuki Nitta	Outside	○ (7/7 100%)			◎ (3/3 100%)		◎ (5/5 100%)			
	Rehito Hatoyama	Outside	○ (7/7 100%)							◎ (6/6 100%)	
	Erika Okada	Outside	○ (7/7 100%)			○ (3/3 100%)		○ (5/5 100%)			
	Chiaki Hayashi	Outside	○ (7/7 100%)							○ (6/6 100%)	
	Eriko Yamaguchi	Outside	○ (6/7 85%)			○ (3/3 100%)		○ (5/5 100%)			
Auditors	Tsutomu Matsunaga		○ (7/7 100%)	◎ (8/8 100%)							
	Hiroshi Nishimoto*1		○ (5/5 100%)	○ (4/4 100%)							
	Koichi Otsu	Outside	○ (7/7 100%)	○ (8/8 100%)						○ (5/6 83%)	
	Atsuko Taishido	Outside	○ (7/7 100%)	○ (8/8 100%)						○ (6/6 100%)	

\*1 Mr. Nishimoto was elected and has taken office at the 64th Ordinary General Meeting of Shareholders, held on March 30, 2021.

\*2 The Board of Directors, in addition to the number of times held above, carried out once written resolution.

\*3 The Remuneration Committee, in addition to the number of times held above, carried out once written resolution.

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

FY 2021				
Executive category	Total remunerations, etc. (million yen)	Total remunerations by type (million yen)		No. of executives in each category (Persons)
		Fixed remuneration	Performance-linked remuneration	
Directors (not including outside directors)	589	419	170	7
Outside Directors	62	62	-	5
Audit & Supervisory Board Members (not including Outside Audit & Supervisory Board Members)	55	55	-	3
Outside Audit & Supervisory Board Members	20	20	-	2

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

FY 2021					
Name	Total remunerations, etc. (million yen)	Executive category	Company	Amount by type of remuneration (JPY million yen)	
				Fixed remuneration	Performance-linked remuneration
Kevin Vyse-Peacock	112	Director	Pigeon Corporation	3	5
		Director	Lansinoh Laboratories, INC.	80	22
Norimasa Kitazawa	116	Director	Pigeon Corporation	81	34

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

FY 2021						
Category	Total consolidated remunerations, etc. (million yen)	Amount by type of remuneration (million yen)				Number of persons paid
		Fixed remuneration	Bonuses	Stock Remuneration		
				Performance-linked portion	Fixed portion	
Directors	548	357	82	65	43	12
(of which: Outside Directors)	(62)	(62)	(-)	(-)	(-)	(5)
Audit & Supervisory Board Members	75	75	-	-	-	5
(of which: Outside Audit & Supervisory Board Members)	(20)	(20)	(-)	(-)	(-)	(2)
Total	624	433	82	65	43	17
(of which: Outside Directors and Outside Audit & Supervisory Board Members)	(82)	(82)	(-)	(-)	(-)	(7)

1. Total payments to Directors do not include salaries to be paid as an employee if a Director serves concurrently as an employee.

2. The financial targets and results related to remuneration for Directors, excluding Outside Directors, in 2021 were as follows: the consolidated sales target 100,800 million yen, the result 93,080 million yen, the consolidated operating profit target 16,500 million yen, the result 13,334 million yen, and PVA target 7,828 million yen, the result 5,598 million yen.

3. The performance indicators for stock remuneration are linked with the Medium-Term Business Plan. Thus, there was no actual indicators for Performance Share in the fiscal 2021. In the above table, the amounts recorded as expenses are stated.

4. The upper limit of remuneration for Audit & Supervisory Board Members was resolved at the April 28, 2009 52nd Ordinary General Meeting of Shareholders at ¥100 million per year. The total number of Audit & Supervisory Board Members at the end of that meeting were 4.

5. Based on a resolution on Final Payment associated with Abolishment of the retirement benefits system for Directors at 62nd Ordinary General Meeting of Shareholders held on April 25, 2019, retirement benefits are to be paid upon the retirement of the directors and the total amount is calculated as ¥ 599 million.

6. With respect to the individual remuneration of the directors of the fiscal year of 2021, the voluntary Remuneration Committee reported to the Board of Directors after multifaceted review of the details of remuneration including consistency with the decision-making policy, and the Board of Directors respected such report, it was concluded that it was in line with the decision-making policy.

Responsible Dialogue with Shareholders and Other Investors

FY 2021	
65th Ordinary General Meeting of Shareholders (March 30, 2022)	Number of attendees: 81*1 Voting rights exercised : 82.0%
IR meetings with institutional investors	Total number of correspondences: 370

\*1 Participatory virtual shareholder meeting was also conducted

Compliance Status

		FY 2020	FY 2021
Pigeon Group	Number of violation of compliance (cases)	4	6
	Of which, relating to corruption (cases)	0	0
	Of which, relating to prevention of unfair competition (cases)	0	0
	Number of employees disciplined or dismissed due to violation of compliance(cases)	4	9
	Costs of fines, penalties, or settlements resulting from compliance violations (JPY)	0	0
	Of which, cost of fines, penalties, or settlements resulting from corruption (JPY)	0	0
	Number other legal violations (cases)*1	0	1
	Total amount of political contributions (JPY)	0	0

\*1 Administrative notice and penalty for noncompliance with electrical product standard at Pigeon Shanghai Co., Ltd.

Stock items had been refurbished to comply with the revised standard, but the shop stock items that could not be recovered were found to be non-compliant with the standard.

Status of Whistle-blowing System

		FY 2018	FY 2019	FY 2020	FY 2021
Pigeon Group	Internal Report (cases)	4	1	3	3
	External report and consultation (cases)	0	0	0	0