



# Pigeon ESG Databook 2025



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## Scope 1 and 2 GHG Emissions of Pigeon Group

		FY2018	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Scope 1 (tonnes of CO2)	3,198	2,855	2,346	2,903	3,333	3,498
	Scope 2 (tonnes of CO2)	25,005	20,655	9,395	8,489	6,625	5,070
	Scope 1&2 total (tonnes of CO2)	28,203	23,510	11,741	11,392	9,958	8,568
	Scope 1&2 emissions reduction ratio (%) compared to FY2018	-	-16.6%	-58.4%	-59.6%	-64.7%	-69.6%
	Emissions intensity per net sale (kg-CO2/million of JPY)	286.1	252.6	123.7	-	-	-
	Intensity reduction ratio(%) compared to FY2018	-	-11.7%	-56.8%	-	-	-

Boundary: Pigeon Corporation and all its consolidated subsidiaries in Japan and overseas, including Lanshinoh Business (Coverage: 100%.)

In defining the organizational boundary, we have adopted the Financial Control approach. This includes all consolidated subsidiaries within our financial reporting scope.

Calculation method:

Scope 1 emissions; For the period FY2018 - FY2022, only energy-derived CO2 emissions are covered. From FY2023, non-energy greenhouse gases, including methane and nitrous oxide, are also included in the calculation.

Scope 2 emissions; Where supplier-specific CO2 emission factors are available, those are applied. Otherwise, the average CO2 emission factors of the country or electricity grid where operations locate are applied. CO2 emission factors for electricity consumption corresponding to the amount of renewable energy certificates purchased are set to zero.

## Scope 3 GHG emissions for Pigeon Group

Category			FY2021	FY2023	FY2024	
			GHG emissions (tonnes of CO2e)	GHG emissions (tonnes of CO2e)	GHG emissions (tonnes of CO2e)	Ratio (%)
Pigeon Group	Category 1	Purchased goods and services	196,107	157,673	150,123	72%
	Category 2	Capital goods	20,189	19,550	10,335	5%
	Category 3	Fuel- and energyrelated activities not included in Scope 1 or Scope 2	4,349	3,542	3,745	2%
	Category 4	Upstream transportation and distribution	14,810	11,101	14,796	7%
	Category 5	Waste generated in operations	3,986	2,932	2,345	1%
	Category 6	Business travel	340	1,439	1,451	1%
	Category 7	Employee commuting	2,307	2,768	2,454	1%
	Category 9	Downstream transportation and distribution	3,911	4,211	4,799	2%
	Category 11	Use of sold products	3,244	4,832	6,066	3%
	Category 12	End-of-life treatment of sold products	16,229	12,671	13,796	7%
	Category 14	Franchises	17	12	3	0%
<b>Total</b>			<b>265,489</b>	<b>220,731</b>	<b>209,913</b>	<b>-</b>

Boundary: Pigeon Corporation and all its consolidated subsidiaries in Japan and overseas, including Lanshinoh Business (Coverage: 100%.)

In defining the organizational boundary, we have adopted the Financial Control approach. This includes all consolidated subsidiaries within our financial reporting scope.

Duplicate GHG emissions occurred from intra-group trading between Japan, China, Singapore and Lansinoh Businesses have been deleted.

Please refer to the page E03 for calculation methods per category.

**Calculation methods for Scope 3 GHG emissions for Pigeon Group**

Category		Calculation method
Category 1	Purchased goods and services	As a manufacturer of baby care products, the majority of GHG emissions from the goods and services we purchase come from plastic and chemical. We use multiple secondary databases to calculate our GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry and the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability
Category 2	Capital goods	As a manufacturer of baby care products, we are expanding our production facilities such as manufacturing machines and molds. We use a secondary database to calculate GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry
Category 3	Fuel- and energy related activities not included in Scope 1 or Scope 2	We procure electricity, gasoline, gas, etc. A secondary database is used to calculate GHG emissions. Emission Factor Source: the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability and Greenhouse gas reporting: conversion factors 2017 (4 August 2017)(Defra)
Category 4	Upstream transportation and distribution	We transport our products using trucks, ships, planes and rail. Most of our transportation emissions come from trucks. We use a secondary database to calculate our GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry and the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability
Category 5	Waste generated in operations	Plastic waste is mainly generated at our production plants. We use a secondary database to calculate GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry and the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability
Category 6	Business travel	GHG emissions are calculated using the number of people and distance traveled by each means of transportation, or the transportation costs used for travel as activity data. A secondary database is used to calculate GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry and the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability

Category		Calculation method
Category 7	Employee commuting	GHG emissions are calculated using the number of people and distance traveled by each means of transportation, or the transportation costs used for commuting as activity data. A secondary database is used to calculate GHG emissions. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry and the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability
Category 9	Downstream transportation and distribution	We calculated the emissions associated with the transportation of products sold by our company from sales destinations such as distributors and retailers to consumers. GHG emissions are calculated using a secondary database. Emission Factor Source: the LCI database "IDEA" developed by the IDEA Laboratory established in Research Institute of Science for Safety and Sustainability
Category 11	Use of sold products	We sell electrical appliances such as milk formula pots, electric sterilizers, and electric breast pumps. We calculated the amount of power consumed per use based on the contents of the instruction manual for each sales area, and then multiplied this by the number of times the product was used over its useful life to calculate the total amount of power consumed, and then calculated greenhouse gas emissions. A secondary database is used to calculate GHG emissions. Emission Factor Source: "Emissions Factors by Electricity Supplier (for calculating greenhouse gas emissions by specific emitters)" (Ministry of the Environment), etc
Category 12	End-of-life treatment of sold products	As we sell a large number of plastic products, the majority of emissions related to the disposal of our products after use by customers are from plastic waste. We use a secondary database to calculate GHG emissions. This also includes GHG emissions associated with the disposal of product packaging materials. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry
Category 14	Franchises	This category covers the franchised childcare business operated by Pigeon Hearts Corporation. Calculations are based on the total floor area of franchised facilities using a secondary database. Emission Factor Source: "Emissions Unit Value Database for Accounting Greenhouse Gas Emissions, etc., by Organizations Throughout the supply chain", published by Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry

## GHG Emissions of Lansinoh Business

(Thousand tonnes of CO<sub>2</sub>e)

		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Lansinoh Business	Scope 1	0.1	0.1	0.1	0.1	0.1	0.1	
	Scope 2	0.9	0.3	0.0	0.0	0.0	0.0	
	Scope 3	19.7	22.6	19.3	18.3	17.7	18.2	
	Category 1	Purchased goods and services <sup>*1</sup>	12.7	14.6	13.1	12.2	11.8	11.9
	Category 2	Capital goods	0.4	0.3	0.3	0.1	0.0	0.0
	Category 3	Fuel- and energyrelated activities not included in Scope 1 or Scope 2	0.1	0.1	0.1	0.2	0.2	0.1
	Category 4	Upstream transportation and distribution	1.5	1.8	1.8	1.8	1.9	2.2
	Category 5	Waste generated in operations	0.0	0.0	0.0	0.0	0.0	0.0
	Category 6	Business travel	0.6	0.1	0.0	0.2	0.2	0.4
	Category 7	Employee commuting	0.3	0.2	0.1	0.1	0.1	0.1
	Category 9	Downstream transportation and distribution	2.2	3.4	1.9	1.8	1.7	1.8
	Category 11	Use of sold products	0.1	0.1	0.1	0.2	0.2	0.2
	Category 12	End-of-life treatment of sold products	1.7	1.8	1.8	1.7	1.7	1.5
	Total Scope 1, 2&3 GHG emissions		20.7	23.0	19.4	18.4	17.8	18.3

Boundary: Lansinoh Laboratories, Inc. and all its subsidiaries

\*1 GHG emissions associated with Lansinoh brand's products that were manufactured by Pigeon Group companies other than LMD are included in the category1 emissions.

[Reference] GHG emissions reduction targets of Lansinoh group (These targets have been approved by the Science Based Targets initiative)

Reduce Scope 1 & 2 greenhouse gas emissions by 46.2% by 2030 (base year 2019)

Reduce Scope 3 greenhouse gas emissions by 33% by 2030 (base year 2019)

## Energy Consumption of Pigeon Group

(MWh)

	Energy carriers	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Fossil fuels	12,612	10,423	10,070	11,404	10,096
	Biofuels	96	131	14	0	9
	Purchased electricity	36,962	33,114	30,376	32,583	32,925
	Purchased heat	24	26	20	15	16
	Electricity generated by own solar panels installed at our manufacturing sites	2,328	3,368	3,990	4,546	4,369
	Total	52,022	47,062	44,470	48,548	47,415

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

Calculation methods: Fossil fuels covered are residual oil A, city gas, natural Gas, liquefied natural gas (LNG), liquefied petroleum gas (LPG), diesel oil, and gasoline.

Energy of fossil fuels is calculated using unit calorific values specified in Japan's Energy Conservation Law.

## Renewable Energy Consumption and CO2 Emission Reduced

		FY2022			FY2023		
		Consumption (MWh)	Percentage of total electricity consumption (%)	CO2 reduced <sup>*4</sup> (tonnes of CO2)	Consumption (MWh)	Percentage of total electricity consumption (%)	CO2 reduced <sup>*4</sup> (tonnes of CO2)
Pigeon Group	Total electricity consumption (renewable & non-renewable sources) <sup>*1</sup>	36,482	-	-	34,366	-	-
	Electricity generated from renewable energy sources	6,021	17%	3,085	6,860	20%	3,404
	Of which, electricity generated by our solar panels <sup>*2</sup>	3,368	9%	2,005	3,990	12%	2,250
	Of which, purchased electricity	2,653	7%	1,079	2,870	8%	1,154
	Renewable Energy Certificates (RECs) purchased <sup>*3</sup>	13,844	38%	7,174	12,882	37%	6,534

		FY2024			FY2025		
		Consumption (MWh)	Percentage of total electricity consumption (%)	CO2 reduced <sup>*4</sup> (tonnes of CO2)	Consumption (MWh)	Percentage of total electricity consumption (%)	CO2 reduced <sup>*4</sup> (tonnes of CO2)
Pigeon Group	Total electricity consumption (renewable & non-renewable sources) <sup>*1</sup>	37,130	-	-	37,294	-	-
	Electricity generated from renewable energy sources	8,922	24%	4,328	14,286	38%	6,730
	Of which, electricity generated by our solar panels <sup>*2</sup>	4,546	12%	2,463	4,369	12%	2,426
	Of which, purchased electricity	4,376	12%	1,865	9,916	27%	4,304
	Renewable Energy Certificates (RECs) purchased <sup>*3</sup>	16,163	44%	8,533	14,405	39%	7,151

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

\*1 Electricity generated by own solar panels is included in.

\*2 Electricity generated by solar panels installed at our production sites and non-production sites are covered.

\*3 Purchases of Renewable Energy Certificates (RECs) and J-credits generated from solar power generation are covered.

\*4 CO2 emissions reduced are calculated by multiplying CO2 emission factors of electricity in each fiscal year, either a factor specific to the electricity supplier or an average factor for the country in which the site locates, by in-house power generation and the quantity of RECs purchased respectively.

## Independent Verification of Scope 1 and 2 GHG Emissions for FY2024

Verified Organization	Verification Body	Issue date of Verification Report
The 42 sites operated by Pigeon Co., Ltd. and group companies	Japan Quality Assurance Organization	2-Jun-25

In order to improve the reliability of greenhouse gas emission data, in the fiscal year ending December 2024, Pigeon Co., Ltd. and its domestic and overseas group companies (42 locations in total) underwent Independent verification by the Japan Quality Assurance Organization for their Scope 1 and Scope 2 greenhouse gas emissions. Pigeon Group Scope 1 & 2 greenhouse gas emissions account for 100% of 11,741 tons of CO<sub>2</sub> (Scope 2 greenhouse gas emissions are calculated based on market standards).

## Independent Verification of Scope 1 and 2 GHG Emissions for FY2023

Verified companies	Verification Body	Issue date of Verification Report
Pigeon Home Products Corporation	Japan Quality Assurance Organization	16-May-24
Pigeon Manufacturing Ibaraki Corporation		
Pigeon Manufacturing Hyogo Corporation		
LANSINOH LABORATORIES, INC.	GUTcert	2-Jul-24

The total verified Scope 1 and 2 greenhouse gas emissions for FY2023 were 2,501 tonnes-CO<sub>2</sub>e, accounting for 22% of the Pigeon Group's Scope 1 and 2 greenhouse gas emissions of 11,392 tonnes-CO<sub>2</sub>e (Scope 2 GHG emissions were calculated on a market basis).

The verification of Lansinoh Laboratories Inc. accounts for 100% of the Scope 1 and 2 GHG emissions of the Lansinoh Business.

## Tree-Planting Activities

		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Pigeon Group	Accumulated number of seedlings planted(pcs)	151,500	168,724	186,028	201,334	213,851	243,843
	Annual number of seedlings planted(pcs)	6,500	17,224	17,304	15,306	12,517	29,992
Pigeon Corporation	Accumulated number of seedlings planted(pcs)	150,000	152,500	155,000	157,500	160,000	162,500
	Annual number of seedlings planted(pcs)	5,000	2,500	2,500	2,500	2,500	2,500
	Annual CO2 absorption (t-CO2)* <sup>1</sup>	-	507	506	506	506	506
	Of which, in the Pigeon owned forest (Miwa no Mori)						
	Accumulated number of seedlings planted(pcs)	70,000	72,500	75,000	77,500	80,000	82,500
	Of which, in a 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	-	151	-	124	124	
Water storage and purification benefits (m <sup>3</sup> )* <sup>2</sup>	12,021	12,021	12,145	-	12,142	12,142	

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> Cited from "Corporate Forest Environmental Contribution Assessment Report for Pigeon Corporation" prepared by the Kanto Regional Forest Office.

The value of Water storage and purification benefits for FY2022 has been reviewed and revised.

## Water Withdrawal by Source and Water Discharged by Destination (Production Sites)

Unit: 1,000m<sup>3</sup>

	FY2021		FY2022		FY2023		FY2024		FY2025	
	Total of all production sites	PIGEON INDIA PVT.LTD. (India) in water stressed area*1	Total of all production sites	PIGEON INDIA PVT.LTD. (India) in water stressed area*1	Total of all production sites	PIGEON INDIA PVT.LTD. (India) in water stressed area*1	Total of all production sites	PIGEON INDIA PVT.LTD. (India) in water stressed area*1	Total of all production sites	PIGEON INDIA PVT.LTD. (India) in water stressed area*1
Total water withdrawal	212	1.2	181	1.1	227	0.7	194	1.2	190	1.0
Surface water from rivers, lakes, natural ponds	32	0.0	39	0.0	32	0.0	26	0.0	30	0.0
Groundwater from wells, boreholes	61	1.2	53	1.1	102	0.7	83	1.2	75	1.0
Seawater	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Municipal potable water	119	0.0	89	0.0	93	0.0	85	0.0	85	0.0
Harvested rainwater	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Used quarry water collected in the quarry	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Wastewater from other organizations	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total water discharged	171	0.9	142	0.8	192	0.5	157	1.0	155	0.8
Surface water	88	0.0	65	0.0	124	0.0	96	0.0	88	0.0
Groundwater	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Seawater	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Sewerage	63	0.0	53	0.0	52	0.0	48	0.0	51	0.0
Discharge to other organizations	20	0.9	23	0.8	16	0.5	13	1.0	16	0.8
Total water consumption	41	0.3	39	0.3	35	0.2	37	0.2	36	0.2

Boundary: Pigeon Corporation's all manufacturing subsidiaries (Coverage: 100% of production sites of the Pigeon Group)

The figures for FY2023 have been revised to December 2024.

\* A production site in a water stressed area: We determine a water stressed area based on the value of "total renewable water resources per capita" sourced from FAO's Aquastat. We determine a country with less than 1700 m<sup>3</sup> of total renewable water per capita as a water stresses area.

Among ten production sites of the Pigeon Group, PIGEON INDIA PVT.LTD, is the only facility located in water stressed area, India. PIGEON INDIA's sales excluding internal sales accounted for 0.7% of the consolidated sales in FY2025. It mainly manufactures molded products such as plastic baby nursing bottles and silicone nipples.

## E10\_Water Withdrawal by Production Site

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## Water Withdrawal by Production Site

Unit: 1,000m<sup>3</sup>

Country	Company	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Pigeon Home Products Corporation	55	64	60	52	105	84	76
	Pigeon Manufacturing Hyogo Corporation	10	11	10	9	9	7	7
	Pigeon Manufacturing Ibaraki Corporation	20	20	23	14	17	15	13
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	28	24	30	28	26	24	26
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	23	21	16	9	10	10	9
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	37	34	26	31	20	21	25
	THAI PIGEON CO., LTD.	29	25	26	22	23	21	21
India	PIGEON INDIA PVT. LTD.	2	1	1	1	1	1	1
Indonesia	PT PIGEON INDONESIA	11	17	17	12	13	6	7
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3	3	4	4	3	4	5
Total water withdrawals		218	219	212	181	227	194	190

Boundary: Pigeon Corporation's all manufacturing subsidiaries (Coverage: 100% of production sites of the Pigeon Group.)

The figures for FY2023 have been revised to April 2025.

## E11\_Water Discharged by Production Site

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## Water Discharged by Production Site

Unit: 1,000m<sup>3</sup>

Country	Company	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	Pigeon Home Products Corporation	49	57	54	46	102	79	71
	Pigeon Manufacturing Hyogo Corporation	4	6	6	5	5	3	3
	Pigeon Manufacturing Ibaraki Corporation	10	9	15	7	8	8	7
China	PIGEON MANUFACTURING (SHANGHAI) CO., LTD.	24	21	25	24	22	20	22
	PIGEON INDUSTRIES (CHANGZHOU) CO., LTD.	18	17	14	8	9	7	7
Thailand	PIGEON INDUSTRIES (THAILAND) CO., LTD.	22	19	15	18	11	12	15
	THAI PIGEON CO., LTD.	23	20	20	18	18	17	17
India	PIGEON INDIA PVT. LTD.	1	1	1	1	1	1	1
Indonesia	PT PIGEON INDONESIA	10	17	17	12	13	6	7
Turkey	LANSINOH LABORATORIES MEDICAL DEVICES DESIGN INDUSTRY AND COMMERCE LTD.CO.	3	3	4	4	3	4	5
Total Water Discharged		164	170	171	142	192	157	155

Boundary: Pigeon Corporation's all manufacturing subsidiaries (Coverage: 100% of production sites of the Pigeon Group.)

## Industrial Waste Generated

		FY2018	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Total industrial waste generated (tonnes)	3,903	3,835	3,770	3,383	2,965	2,856	2,980
	Reused or recycled industrial waste <sup>*1</sup> (tonnes)	2,856	3,415	3,500	3,185	2,812	2,716	2,784
	Ratio of reuse or recycled waste (%)	73%	89%	93%	94%	95%	95%	93%
	Non-recycled industrial waste <sup>*2</sup> (tonnes)	1,048	420	271	198	153	140	195
	Hazardous waste included in industrial waste generated (tonnes)	135	81	116	97	90	65	80
	Industrial waste intensity [non-recycled industrial waste volume <sup>*2</sup> (kg) per net sales (million of JPY)]	10.6	4.5	2.9	2.1	-	-	-
	Intensity reduction ratio(%) compared to FY2021	-	-57%	-35%	-28%	-	-	-
	Intensity reduction ratio(%) compared to FY2018	-	-58%	-73%	-80%	-	-	-

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

\*1 The definition of recycling includes thermal recovery.

\*2 This indicator covers Industrial waste were not reused or recycled.

## Palm Oil and Palm Kernel Oil Usage and RSPO Credit Purchased

Unit: tonnes

Type		FY2021	FY2022	FY2023	FY2024	FY2025
Palm oil	Amount Used* <sup>1</sup>	176	244	351	419	597
	RSPO Credits Purchased and Claimed* <sup>2</sup>	CSPO: 25	CSPO: 52	CSPO: 56	CSPO: 61	CSPO: 309
Palm kernel oil	Amount Used* <sup>1</sup>	346	432	258	261	271
	RSPO Credits Purchased and Claimed* <sup>2</sup>	CSPKO: 28	CSPKO: 56	CSPKO: 46	CSPKO: 24	CSPKO: 45

Scope of data collection: Pigeon Home Products Corporation, Pigeon Manufacturing (Shanghai) Co., Ltd., Pigeon Singapore Pte. Ltd., Pigeon Industries (Thailand) Co., Ltd., and PT PigeonBaby Lab Indonesia.

For Pigeon Home Products Corporation, raw materials used for only products manufactured by itself are covered.

Covered items are detergents, cleaning products, and skincare products.

\*<sup>1</sup> These figures present the amount of palm oil or palm kernel oil converted from mass of ingredients that are derived from oil palm contained in raw materials.

\*<sup>2</sup> In the FY2023, the amount of RSPO credits purchased and claimed includes 12 tonnes of small-scale farm credits. These reported figures are not audited through RSPO Certification.

## ISO 14001 Certified Companies

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	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of non-compliance (case)	1	1	0	0	1	0
	Total fines (10,000 JPY)	15.2	16.3	0.0	0.0	13.5	0.0

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.

FY2022: No significant breaches of laws and regulations, including water withdrawal and wastewater discharge.

FY2023: No significant breaches of laws and regulations, including water withdrawal and wastewater discharge.

FY2024: The value of COD in wastewater exceeded the effluent standard at PIGEON INDUSTRIES (THAILAND) CO., LTD. due to a failure of wastewater treatment equipment.

FY2025: No significant breaches of laws and regulations, including water withdrawal and wastewater discharge.

\*Data for FY2021 has been reviewed and values have been revised.

E16\_CDP Score

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CDP Score

		FY2023	FY2024	FY2025
Pigeon Group	CDP climate change score	B	B	A-
	CDP water security score	-	-	B

## Employee Data for Pigeon Group

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of employees	Total <sup>*1</sup> (persons)	3,954	3,886	3,935	3,803	3,618	3,066	3,042
		Male (persons)	1,441	1,465	1,493	1,456	1,423	1,204	1,192
		Female (persons)	2,513	2,421	2,442	2,347	2,195	1,862	1,850
		Female ratio (%)	64%	62%	62%	62%	61%	61%	61%
		Japanese nationality <sup>*2</sup> (persons)	-	-	1,337	1,267	1,182	1,076	1,038
		Foreign nationality <sup>*2</sup> (persons)	-	-	2,598	2,536	2,436	1,990	2,004
		Foreign nationality ratio(%)	-	-	66%	67%	67%	65%	66%
		Average number of temporary hires (persons)	1,243	1,181	1,085	1,031	900	1,267	1,290
		Annual average ratio of temporary hires (%)	24%	23%	22%	21%	20%	29%	30%
	Number of managers	Total <sup>*1</sup> (persons)	-	478	469	441	455	419	412
		Male (persons)	-	287	275	264	272	257	256
		Female (persons)	-	191	194	177	183	162	156
		Female ratio (%)	-	40%	41%	40%	40%	39%	38%
	Employment ratio of persons with disabilities (%)		-	0.4%	0.6%	0.7%	0.7%	0.8%	0.9%
Voluntary turnover of regular employees (%)		-	9%	15%	19%	16%	11%	14%	

\*1 Does not include the number of temporary employees.

\*2 The the number of Japanese nationals and the number of foreign nationals for the period FY2021 to FY2022 have been revised.

## Employee Data for Pigeon Corporation

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Number of employees	Total* <sup>1</sup> (persons)	361	373	368	345	334	341	338
		Male (persons)	223	226	218	205	198	197	185
		Female (persons)	138	147	150	140	136	144	153
		Female ratio (%)	38%	39%	41%	41%	41%	42%	45%
		Foreign nationality (persons)	8	9	8	7	7	8	6
		Foreign nationality ratio(%)	2%	2%	2%	2%	2%	2%	2%
		Average number of temporary hires (persons)	102	102	98	150	149	144	142
		Annual average ratio of temporary hires (%)	22%	21%	21%	30%	31%	30%	30%
	Number of managers	Total* <sup>1</sup> (persons)	76	75	71	65	71	72	72
		Male (persons)	61	59	54	48	52	53	53
		Female (persons)	15	16	17	17	19	19	19
		Female ratio (%)	20%	21%	24%	26%	27%	26%	26%
		Foreign nationality ratio(%)	-	-	-	2%	1%	1%	0%
		Mid-career hires at management positions	-	44%	42%	46%	52%	53%	56%
	Employment ratio of persons with disabilities (%)		3%	3%	3%	3%	3%	3%	3%
	Voluntary turnover of regular employees (%)		3%	1%	2%	5%	6%	4%	4%
	Average age	Average (age)	43	43	43	43	43	43	43
		Male (age)	45	44	44	45	45	45	46
		Female (age)	41	41	40	41	40	40	39
	Average service Years	Average (years)	16	15	15	15	16	15	15
		Male (years)	17	16	16	17	18	17	18
		Female (years)	14	13	13	13	12	12	12

\*<sup>1</sup> Does not include the number of temporary employees.

## Differences in wages between male and female workers for Pigeon Corporation

			FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Differences in wages between male and female workers (%)	All workers	63.4%	58.4%	59.4%	67.0%
		Fulltime workers	78.3%	69.4%	71.3%	78.5%
		Non-fulltime workers	45.5%	50.5%	50.5%	53.2%

Calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life" (Law No. 64, 2015).

Wages include base salary, bonuses, and substandard wages.

There is no gender-based difference in wages for equal work between male and female workers.

The main reason for the difference in wages between male and female fulltime workers are that, for formally employed workers, this is due to differences in the proportion of male and female in management positions, where bonuses account for a higher proportion of annual earnings, and differences in average length of service. For informal employment workers, this is mainly due to the fact that male tend to be full-time workers, whereas female tend to work shorter hours.

Differences in wages between male and female workers for Pigeon Hearts Corporation

			FY2023	FY2024	FY2025
Pigeon Hearts Corporation	Differences in wages between male and female workers (%)	All workers	69.1%	69.4%	66.4%
		Fulltime workers	76.7%	78.2%	74.2%
		Non-fulltime workers	60.1%	57.5%	57.7%

Calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life" (Law No. 64, 2015).

Wages include base salary, bonuses, and substandard wages.

There is no gender-based difference in wages for equal work between male and female workers.

The main reason for the difference in wages between male and female workers is due to the difference in average length of service for full-time workers (the 24 male employees\*<sup>1</sup> include the President and CEO, who was seconded from Pigeon Corporation to Pigeon Hearts Corporation). As for non-regular workers, this is mainly due to the fact that male tend to be near full-time workers with higher unit costs for their jobs, whereas female tend to work shorter hours.

\*<sup>1</sup> In April 2026, the figures for the number of male regular employees for the FY2023 and FY2024 have been revised.

Status of Recruitment for Pigeon Corporation

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Number of hires, new graduates	Total (persons)	9	8	8	3	10	13	11
		Male (persons)	6	4	1	0	4	5	1
		Female (persons)	3	4	7	3	6	8	10
	Number of hires, mid-Career	Total (persons)	17	16	5	5	4	12	9
		Male (persons)	10	7	1	1	1	7	4
		Female (persons)	7	9	4	4	3	5	5
	Total number of hires	Total (persons)	26	24	13	8	14	25	20
	Ratio of mid-career hires to the total of hires	Ratio (%)	65%	67%	38%	63%	29%	48%	45%
	Ratio for new graduate employees who left within three years after they join the Company	Ratio (%)	18%	42%	0%	0%	0%	13%	0%
		Male (%)	13%	43%	0%	0%	0%	100%	0%
Female (%)		33%	40%	0%	0%	0%	0%	0%	

## Directors and Officers Data for Pigeon Corporation

(as of the end of each fiscal year)

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Number of directors (including outside directors)	Total (persons)	10	12	12	10	9	9	8
		Male (persons)	9	9	9	7	6	6	5
		Female (persons)	1	3	3	3	3	3	3
		Female ratio (%)	10%	25%	25%	30%	33%	33%	38%
	Audit & supervisory board members (including outside members)	Total (persons)	4	4	4	4	4	4	4
		Male (persons)	3	3	3	3	3	3	3
		Female (persons)	1	1	1	1	1	1	1
		Female ratio (%)	25%	25%	25%	25%	25%	25%	25%
	Group Executive Officer	Total (persons)	-	-	-	-	-	-	7
		Male (persons)	-	-	-	-	-	-	6
		Female (persons)	-	-	-	-	-	-	1
	Managing officers	Total (persons)	13	13	11	12	10	13	7
		Male (persons)	12	12	10	11	10	12	6
		Female (persons)	1	1	1	1	0	1	1
	Female ratio among Group Executive Officers and Managing Officers <sup>*1</sup> (%)		8%	8%	9%	8%	0%	8%	14%
Gender ratio of directors, audit & supervisory board members , group executive officer managing officers	Male (%)	89%	83%	81%	81%	83%	81%	77%	
	Female (%)	11%	17%	19%	19%	17%	19%	23%	

As of December 16, 2025, we established a new position of Group Executive Officer; therefore, we have changed the method for calculating the number of managing officers starting with the fiscal year ending December 2025.

<sup>\*1</sup> From the FY2025, we have been calculating the ratio of female among Group Executive Officers and Managing Officers.

## Paid Leave Take-up Rate and Overtime Hours per Employee

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Paid leave take-up rate* (%)	Including employees at management positions	70%	64%	70%	83%	81%	77%	83%
	Annual overtime hours worked per employee (hours)	Excluding employees at management positions	100	80	99	70	67	66	80
	Monthly overtime hours worked per employee (hours)	Excluding employees at management positions	8	7	8	6	6	6	7

\* Rate of acquisition in relation to the number of paid days granted in each financial year.

## Utilization Status of HR Programs for Pigeon Corporation

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Corporation	Number of employees who took family care leave (persons)	-	0	1	0	1	0	1
	[Female] Number of employees who took childcare leave (persons)	6	8	10	11	13	7	9
	[Female] Childcare leave take-up rate* <sup>1</sup> (%)	100%	100%	100%	100%	100%	100%	100%
	[Male] Number of employees who took childcare leave* <sup>2</sup> (persons)	11	4	12	7	9	4	12
	[Male] Childcare leave take-up rate* <sup>1</sup> (%)	100%	100%	100%	100%	100%	100%	100%
	[Male] Childcare leave take-up rate during the period* <sup>3</sup> (%)	157%	44%	150%	88%	100%	133%	100%
	[Male] Average number of days of Childcare leave taken per person (days)	-	-	-	-	36	36	46
	Return rate after childcare leave (%)	100%	100%	100%	83%	75%	83%	90%
	Retention rate of employees returning to work from childcare leave* <sup>4</sup> (%)	-	-	-	100%	100%	100%	86%
	Number of employees who took leave or temporary retirement for life design* <sup>5</sup> (persons)	1	2	1	1	1	2	0
	Number of employees who performed work for another company outside the Pigeon Group within a certain period of time (persons)	-	2	2	1	1	1	1
	Number of employees hired through internal job postings (persons)	-	1	0	2	4	0	0
	Number of employees who took volunteering or pro bono leave (persons)	-	0	22	32	41	54	29
	Cumulative total number of employees who took volunteering or pro bono leave (persons)	-	-	-	40	55	64	35
	Total hours of volunteering or pro bono leave taken (hours)	-	-	-	150	214	203	188

\*<sup>1</sup> Ratio of employees took a childcare leave to a total of eligible employees during the period when they were eligible to take the leave.

\*<sup>2</sup> The formula for previous years has been reviewed and the values revised.

\*<sup>3</sup> Rate of acquisition during the period based on Ministry of Health, Labour and Welfare formula.

\*<sup>4</sup> Ratio of numebr of employees retained 12 months after returning to work following a period of childcare leave.

\*<sup>5</sup> A leave or leave of absence of up to two years for the purpose of infertility treatment or adoption.

Utilization Status of HR Programs for Pigeon Hearts Corporation

		FY2023	FY2024	FY2025
Pigeon	[Male] Number of employees who took childcare leave (persons)	1	1	0
Hearts	[Male] Childcare leave take-up rate*1 (%)	50%	100%	-
Corporation	[Male] Average number of days of Childcare leave taken per person (days)	199	170	-

\*1 Rate of acquisition during the period based on Ministry of Health, Labour and Welfare formula.

\* No eligible individuals for FY2025

## Initiatives for Human Rights

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of times of human rights training conducted for employees* <sup>1</sup> (times)	8	14	18	23	42	41
	Number of violations of employee's human rights* <sup>2</sup> (cases)	0	0	1	0	0	0
	Number of companies covered by the CSR procurement assessment	-	235	247	478	563	536
	Number of companies responded to the CSR procurement assessment	-	223	236	367	480	471
	Percentage of companies that responded to the CSR procurement assessment (%)	-	94.9%	95.5%	76.8%	85.3%	87.9%

\*<sup>1</sup> Training on the theme of human rights conducted for employees is counted.

Training on the same theme conducted more than once is counted as one training session.

\*<sup>2</sup> Results from internal questionnaire surveys

We have conducted CSR procurement assessment for our suppliers since FY2021.

The results of the surveys are disclosed on the section "Promoting CSR Procurement" included in our website.

[https://www.pigeon.com/sustainability/social\\_top/csr\\_procurement/](https://www.pigeon.com/sustainability/social_top/csr_procurement/)

## Occupational Health and Safety (Employees)

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of occupational fatalities and injuries both with lost-time and non lost-time (persons)	65	74	48	48	41	49
	Number of occupational fatalities (persons)	0	0	0	0	0	0
	Number of occupational injuries (persons)	53	37	39	34	24	29
	Of which, number of non-fatal injuries causing an absence from work of at least one day (persons)	6	5	12	11	6	9
	Of which, number of serious injuries* <sup>1</sup> (persons)	1	0	0	1	0	0
	Lost-time injury frequency rate due to occupational accidents* <sup>2</sup> (per one million hours worked)	0.59	0.50	1.25	1.26	0.73	1.08
	Number of fatalities due to commuting accidents (persons)	0	0	0	0	0	0
	Number of injuries due to commuting accidents (persons)	12	37	9	14	17	20
	Of which, number of non-fatal injuries causing an absence from work of at least one day (persons)	6	10	4	3	7	11
	Of which, number of serious injuries* <sup>1</sup> (persons)	1	1	0	0	0	0
	Number of participants in training related to occupational health and safety standards (persons)	2,491	2,137	1,654	1,998	1,730	1,757
	Number of cases of labor conflicts and disputes occurred* <sup>3</sup> (cases)	-	-	1	2	6	3
	Number of violations of labor-related laws and regulations (cases)	-	-	0	0	0	0

Scope of data: Permanent, contract, and temporary employees employed by Pigeon Corporation or its consolidated subsidiaries in Japan and overseas.

For FY2020 data, temporal employees are not covered.

\*<sup>1</sup> Definition of serious injury : Injury that results in injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

\*<sup>2</sup> Total number of fatalities and injuries due to occupational accidents per one million hours worked.

The numerator is the sum of fatalities and non-fatal injuries causing an absence from work of at least one day due to occupational accidents.

\*<sup>3</sup> In FY2022, a dispute over labor occurred at an overseas subsidiary. In FY2023, a dispute over labor occurred at each of the domestic and one overseas subsidiary. In FY2024, labor disputes occurred at two domestic and two overseas subsidiaries. In FY2025, labor disputes occurred at two overseas

## Occupational Health and Safety (Contractors)

		FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of occupational fatalities both with lost-time and non lost-time (persons)	0	0	0	0
	Number of occupational injuries both with lost-time and non lost- time (persons)	2	1	3	5
	Of which, number of non-fatal injuries causing an absence from work of at least one day (persons)	2	0	2	5
	Of which, number of serious injuries* (persons)	0	0	0	0

Scope of data: Workers who are not our employees but whose work and/or workplace is controlled by Pigeon Group companies are covered.

Fatality or injury due to a commuting accidents is not covered.

\*Definition of serious injury : Injury that results in injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

## Education and Training

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Training achievements to improve knowledge, skills, and abilities* <sup>1</sup>							
	Total number of employees who participated (participants)	-	-	-	3,322	4,743	6,778	4,243
	Total hours of training for skill development (hours)	-	-	-	55,688	42,776	50,563	46,124
	Average training hours per employee (hours/year)	-	-	-	15	12	16	15
	Average training days per employee* <sup>2</sup> (days/year)	-	-	-	2	2	2	2
Pigeon Corporation	Major group common training							
	Ratio of Compliance Training Implementation* <sup>3</sup> (%)	-	100%	100%	100%	100%	100%	100%
	Training achievements to improve knowledge, skills, and abilities* <sup>1</sup>							
	Total hours of training for skill development (hours)	-	418	8,741	3,795	5,678	7,102	5,097
	Average training hours per employee (hours/year)	-	1	21	11	17	19	14
Pigeon Corporation	Average training days per employee* <sup>2</sup> (days/year)	-	0	3	1	2	3	2
	Major Training Achievements: Number of Participants* <sup>4</sup> (participants)							
	Personnel training by role	-	-	-	-	342	278	211
	Selective training	-	-	-	-	70	125	70
	Theme-based training	-	-	-	-	424	1,975	682
	Career support training	-	-	-	-	88	121	91
	Total	-	-	-	-	924	2,499	1,054

\*<sup>1</sup> This covers permanent and contract employees at Pigeon Corporation and its consolidated subsidiaries in Japan and abroad, including some contract employees of Pigeon Hearts Corporation.

\*<sup>2</sup> Defined a day as 7.5 hours.

\*<sup>3</sup> Annual training at all group companies.

\*<sup>4</sup> Includes online training. For more information on the training system, see website.

[https://www.pigeon.com/sustainability/social\\_top/human\\_resources\\_development/](https://www.pigeon.com/sustainability/social_top/human_resources_development/)

## ISO 45001 (OHSAS 18001) Certified Companies

Company	Location
Pigeon Home Products Corporation	Shizuoka Prefecture, Japan
Pigeon Manufacturing Hyogo Corporation	Hyogo Prefecture, Japan
Pigeon Manufacturing Ibaraki Corporation	Ibaraki Prefecture, Japan
Thai Pigeon Co., Ltd.	Thailand
Pigeon Industries (Thailand) Co., Ltd.	Thailand
Pigeon Manufacturing (Shanghai) Co., Ltd.	China
Pigeon Industries (Changzhou) Co., Ltd.	China
Pigeon India Pvt. Ltd.	India
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%.

## ISO 9001 Certified Companies

Company	Location
Pigeon Corporation	Tokyo, Japan
Pigeon Home Products Corporation	Shizuoka Prefecture, Japan
Pigeon Manufacturing Hyogo Corporation	Hyogo Prefecture, Japan
Pigeon Manufacturing Ibaraki Corporation	Ibaraki 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%.

S16\_Amounts Spent on Social Contribution Activities

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Amounts Spent on Social Contribution Activities

Unit: millions of JPY

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Total amount spent*1	120	101	100	86	73	117
	Of which, total value of monetary donations and goods donated to non-profit organizations*2	69	61	81	68	38	76

\*1 Since FY2022, the expenses for tree planting activities to be conducted as a part of the "Newborn Baby Commemorative Tree-Planting Campaign" have not

been included.

\*2 Major Donation Recipients

- Japan Human Milk Bank Assosiation
- The Pigeon Scholarship Foundation
- Iapan Institute of Invention and Innovation

## Members and Attendance Status of Board of Directors, Board of Audit &amp; Supervisory, and Committees (FY2025)

◎: Chair ○: Participant in attendance

Name			Board of Directors		Audit & Supervisory Board		Voluntary Remuneration Committee		Voluntary Nominating Committee		Governance Committee	
			Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance	Affiliation	Attendance
				FY2025		FY2025		FY2025		FY2025		FY2025
Directors	Ryo Yano		○	(7/7 100%)			○	(6/6 100%)	○	(5/5 100%)	○	(6/6 100%)
	Tadashi Itakura		○	(7/7 100%)			○	(7/7 100%)	○	(7/7 100%)	○	(6/6 100%)
	Kevin Vyse-Peacock		○	(7/7 100%)								
	Rehito Hatoyama	Outside	◎	(7/7 100%)							○	(6/6 100%)
	Chiaki Hayashi	Outside	○	(7/7 100%)			○	(7/7 100%)			○	(6/6 100%)
	Eriko Yamaguchi	Outside	○	(7/7 100%)					○	(7/7 100%)		
	Yumiko Miwa	Outside	○	(7/7 100%)			◎	(7/7 100%)	◎	(7/7 100%)		
	Hidenori Nagaoka	Outside	○	(7/7 100%)			○	(7/7 100%)	○	(7/7 100%)		
Audit & Supervisory Board Members	Koji Ishigami		○	(7/7 100%)	◎	(8/8 100%)						
	Kazuyuki Tajima		○	(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. Ryo Yano attended each committee held after his appointment as a Voluntary Remuneration Committee member and Nominated Committee member on March 27, 2025.
2. Mr. Kazuyuki Tajima attended the Board of Directors meetings and Audit & Supervisory Board held after his appointment as a Audit & Supervisory Board Member on March 27, 2025.

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

Executive category	FY2025					No. of executives in each category (Persons)
	Total remunerations, etc. (millions of JPY)	Total remunerations by type (millions of JPY)			Non-monetary compensation, etc., of the left	
		Fixed remuneration	Performance-linked remuneration	Lump-sum payment for retirement benefits		
Directors (excluding outside directors)	417	237	141	38	37	4
Outside Directors	68	68	-	-	-	5
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	55	55	-	-	-	3
Outside Audit & Supervisory Board Members	24	24	-	-	-	2

## 2. Total Consolidated Remuneration of Persons Receiving more than One Hundred Millions of JPY

Name	FY2025			
	Amount of remuneration, etc. (millions of JPY)	Amount of remuneration, etc. by type (millions of JPY)		
		Fixed remuneration	Performance-linked remuneration	Lump-sum payment for retirement benefits
Ryo Yano	102	61	41	-
Kevin Vyse-Peacock	253	-	9	-
		109	134	-

## (Reference) Total Remuneration Paid to Directors and Audit &amp; Supervisory Board Members

Category	FY2025					Number of persons paid
	Amount of remuneration, etc. (millions of JPY)	Amount of remuneration, etc. by type (millions of JPY)			Stock Remuneration	
		Fixed remuneration	Bonuses	Performance-linked portion		
Directors (of which: Outside Directors)	194 (68)	196 (68)	42 (-)	Δ44 (-)	- (-)	9 (5)
Audit & Supervisory Board Members (of which: Outside Audit & Supervisory Board Members)	79 (24)	79 (24)	- (-)	- (-)	- (-)	5 (2)
Total (of which: Outside Directors and Outside Audit & Supervisory Board Members)	273 (92)	275 (92)	42 (-)	Δ44 (-)	- (-)	14 (7)

1.The amount paid to directors does not include employee salaries of directors who concurrently serve as employees.

2.The above table includes **one** director who retired at the conclusion of the 68th Ordinary General Meeting of Shareholders held on March 27, 2025.

3.The target and actual bonuses to be paid to the directors (excluding outside directors) for the current fiscal year are as follows. The target for consolidated net sales was 109,700 million yen and the actual result was **109,170** million yen; the target for consolidated operating income was **12,900** million yen and the actual result was **13,158** million yen; and the target for PVA was **4,918** million yen and the actual result was **4,948** million yen.

4. Of the stock remuneration, performance-linked portion (Performance Share) has no actual performance indicators in this financial year, as the targets set out in the medium-term business plan, etc. are used as indicators. The amount of stock remuneration in the table above shows the amount recorded as an expense during the financial year under review.

5.The maximum amount of remuneration for corporate auditors was resolved at the 52nd Ordinary General Meeting of Shareholders held on April 28, 2009 to be no more than 100 million yen per year. As of the close of the Ordinary General Meeting of Shareholders, the number of corporate auditors was 4.

6.At the 62nd Ordinary General Meeting of Shareholders held on April 25, 2019, a resolution was passed to pay termination benefits to directors in accordance with the abolishment of the retirement benefits system. The balance of the scheduled retirement benefits for directors and corporate auditors as of the end of the current fiscal year is 58 million yen for **two** directors.

Responsible Dialogue with Shareholders and Other Investors

69th Ordinary General Meeting of Shareholders (March 27, 2026)	Number of attendees: 72
	Voting rights exercised: 67.81%
	Number of online viewers: 85
IR meetings with institutional investors	Total number of correspondences: 253

## Compliance Status

		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of violation of compliance* <sup>1</sup> (cases)	4	6	3	5	6	11
	Of which, number of case relating to anti-corruption (cases)	0	0	0	0	0	0
	Of which, number of case relating to prevention of unfair competition (cases)	0	0	0	0	0	0
	Number of criminal charges filed for compliance-related accidents or incidents (cases)	0	1	0	0	1	0
	Of which, number of operations or business suspensions due to misconduct (cases)	0	0	0	0	0	0
	Of which, number of legal actions relating to anti-competitive behavior (cases)	0	0	0	0	0	0
	Of which, number of incidents of bribery (cases)	0	0	0	0	0	0
	Of which, number of incidents of the other violations of laws and regulations (cases)	0	1	0	0	1	0
	Number of employees disciplined or dismissed due to violation of compliance (persons)	4	9	14	5	4	5
	Costs of fines, penalties, or settlements resulting from compliance violations (JPY)	0	0	0	0	0	0
	Of which, amount of fines, penalties or settlements paid in relation to corruption (JPY)	0	0	0	0	0	0
	Total amount of political contributions (JPY)	0	0	0	0	0	0
	Number of cease and desist orders from the Japan Fair Trade Commission and other relevant authorities* <sup>2</sup> (cases)	0	0	0	0	0	0

\*<sup>1</sup> Including violations of internal rules and regulations

\*<sup>2</sup> Japan domestic

## Status of Whistle-blowing System

		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Pigeon Group	Number of internal reports (cases)	1	3	3	5	6	10	13
	External report and consultation (cases)	0	0	0	1	0	0	2