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March 8, 2022

To our shareholders:

Norimasa Kitazawa,
President and CEO
Pigeon Corporation
4-4, Nihonbashi-Hisamatsu-cho,
Chuo-ku, Tokyo

Notice of the 65th Ordinary General Meeting of Shareholders

Pigeon Corporation (the "Company") is pleased to announce the 65th Ordinary General Meeting of Shareholders of Pigeon Corporation (the "Meeting"). The details of the Meeting are provided below.

Instead of attending the Meeting in person, you may exercise your voting rights in writing or electronically (via the internet, etc.). After reviewing the Reference Documents for the General Meeting of Shareholders provided herewith, please exercise your voting rights through either of the methods described in page 3 by 5:15 p.m., Tuesday, March 29, 2022 (JST).

- 1. Date and Time:** Wednesday, March 30, 2022, at 10:00 a.m. (JST)
- 2. Place:** Royal Park Hotel, 3F, Royal Hall
1-1, Nihonbashi-Kakigara-cho 2-chome, Chuo-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported

1. Business Report and Consolidated Financial Statements for the 65th Fiscal Year (from January 1, 2021 to December 31, 2021), as well as the audit reports on the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-Consolidated Financial Statements for the 65th Fiscal Year (from January 1, 2021 to December 31, 2021)

Matters to be resolved

- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Partial Amendments to Articles of Incorporation
- Proposal 3:** Election of Ten (10) Directors
- Proposal 4:** Election of One (1) Audit & Supervisory Board Member

4. Exercise of Voting Rights

Please be informed that if voting rights are exercised both in writing and by the internet, etc., the contents of the votes by the internet, etc. shall be deemed valid.

If voting rights are exercised multiple times via the internet, etc., the final vote cast will be considered effective. (However, this is restricted to the votes cast before the deadline for the exercise of voting rights.)

- You are kindly requested to submit the enclosed Voting Form to the receptionist when you attend the Meeting.
- If any changes have been made to items in the Reference Documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements, or Non-Consolidated Financial Statements, such changes will be posted on the Company's corporate website (<https://www.pigeon.co.jp/>).
- Pursuant to the provisions of laws and regulations and Article 15 of the Company's Articles of Incorporation, the following items are posted on the Company's corporate website (<https://www.pigeon.co.jp/>) and not contained in the documents provided with this notice; however, those items were audited by the Audit & Supervisory Board Members and the Accounting Auditor in preparing the audit reports in the same manner as the documents provided with this notice.
 - (1) Notes to consolidated financial statements
 - (2) Notes to non-consolidated financial statements

Guidance for Methods of Exercise of Voting Rights

In case you are attending the Meeting

Please submit the enclosed Voting Form to a receptionist at the meeting venue.

Date and time: **Wednesday, March 30, 2022, at 10:00 a.m. (JST)**
(Reception starts at 9:00 a.m.)

Place: **Royal Park Hotel, 3F, Royal Hall**

In case you are exercising voting rights in writing

Please indicate your approval or disapproval for each of the proposals on the enclosed Voting Form and return it to us by mail.

If you do not indicate your approval or disapproval for a proposal, you will be assumed to have approved the proposal.

Exercise deadline: **No later than 5:15 p.m. on Tuesday, March 29, 2022 (JST)**

In case you are exercising voting rights via the internet, etc.

Please access <https://evote.tr.mufig.jp/>, log in using the Login ID and Temporary Password indicated on the enclosed Voting Form and indicate your approval or disapproval by following the instructions on the screen.

* For details, please contact the Help Desk provided below.

Exercise deadline: **No later than 5:15 p.m. on Tuesday, March 29, 2022 (JST)**

* Please note that votes cannot be accepted daily from 2:00 a.m. to 5:00 a.m.

Inquiries related to systems, etc.

Mitsubishi UFJ Trust and Banking Corporation
Stock Transfer Agency Division (Help Desk)

Phone: 0120-173-027 (toll-free, within Japan)

Hours: 9:00 a.m. to 9:00 p.m. (JST)

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The Company hereby makes the following proposal on the appropriation of surplus:

Year-end dividends

The Company views the return of profits to shareholders as an important management priority. Our basic policy is to proactively return profits to shareholders through distribution of dividends from surplus and other means, while reinforcing our financial position by taking into consideration the medium-term changes in business conditions and the Pigeon Group's business strategies. Pursuant to our Seventh Medium-Term Business Plan (from the year ended December 31, 2020 through the year ending December 31, 2022), we have listed "year-on-year increases in cash dividends in each fiscal period" and "a total shareholder return ratio of 55% on a consolidated basis" as our goals.

Based on the above policy, we propose the appropriation of surplus for the current fiscal year as described below.

1) Type of dividend property:

Cash

2) Dividend property allotment and total amount thereof

Dividend per common share of the Company: ¥37

Total amount of dividends: ¥4,431,127,918

3) Effective date of distribution of dividends from surplus:

March 31, 2022

<Reference>

Record date	Dividend per share		
	Interim dividend	Year-end dividend	Annual dividend
December 31, 2020	¥36	¥36	¥72
December 31, 2021	¥37	¥37	¥74

* The annual dividend per share for the year ended December 31, 2021 is ¥74, an increase of ¥2 compared to the previous year.

Proposal 2: Partial Amendments to Articles of Incorporation

1. Reasons for amendments

- (1) Since the revised provisions stipulated in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) will come into effect on September 1, 2022, the Company proposes to amend its Articles of Incorporation as follows to prepare for the introduction of a system to provide information materials for General Meetings of Shareholders in electronic format.
 - Article 15, paragraph 1 of the proposed amendments provides that the Company shall take measures to provide the information that is the content of Reference Documents, etc. for General Meetings of Shareholders in electronic format.
 - Article 15, paragraph 2 of the proposed amendments establishes a provision to limit the scope of items to be stated in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents.
 - The provision of disclosure via Internet and deemed delivery of Reference Documents, etc. for General Meetings of Shareholders (Article 15 of the current Articles of Incorporation) will be deleted as it is no longer necessary.
 - In line with the establishment and deletion of the above, supplementary provisions regarding the effective date, etc. shall be established.
- (2) To streamline the Company's Board of Directors and establish a management structure that can respond quickly to changes in the business environment, the number of Directors established in Article 18 of the current Articles of Incorporation will be reduced by two (2), from thirteen (13) or less to eleven (11) or less.
- (3) The term of office of Directors shall be shortened from two (2) years to one (1) year in order to further clarify the management responsibilities of Directors and to establish a management system that can respond promptly to changes in the business environment, and necessary amendments will be made to Article 20 of the current Articles of Incorporation.

2. Details of amendments

The details of the amendments are as shown on the following pages.

(Amendments underlined)

Current Articles of Incorporation	Proposed amendments
<p style="text-align: center;">CHAPTER 3. GENERAL MEETING OF SHAREHOLDERS</p> <p>Article 15. <u>(Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for General Meetings of Shareholders)</u> <u>Upon convening a General Meeting of Shareholders, the Company may deem that the information required to be described or indicated in the reference documents for the General Meeting of Shareholders, business reports, non-consolidated financial statements and consolidated financial statements shall have been provided to the shareholders when such information is disclosed, pursuant to the Ordinance of the Ministry of Justice, through a method that uses the Internet.</u></p> <p style="text-align: center;">(Newly established)</p>	<p style="text-align: center;">CHAPTER 3. GENERAL MEETING OF SHAREHOLDERS</p> <p style="text-align: center;">(Deleted)</p> <p><u>Article 15 (Measures for Providing Information in Electronic Format, Etc.)</u></p> <ol style="list-style-type: none"><u>1. The Company shall, upon convocation of a General Meeting of Shareholders, take measures to provide the information that is the contents of Reference Documents, etc. for General Meetings of Shareholders in electronic format.</u><u>2. The Company may choose not to include all or part of the items to be provided in electronic format, which are specified by the Ordinance of the Ministry of Justice, in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u>
<p style="text-align: center;">CHAPTER 4. DIRECTORS AND BOARD OF DIRECTORS</p> <p>Article 18. (Number of Directors) The number of Directors of the Company shall be <u>thirteen (13)</u> or less.</p> <p>Article 20. (Term of Office of Directors)</p> <ol style="list-style-type: none">1. The term of office of a Director shall expire upon conclusion of the Ordinary General Meeting of Shareholders to be held for the last business year ending within <u>two (2) years</u> after his or her election.2. (Omitted)	<p style="text-align: center;">CHAPTER 4. DIRECTORS AND BOARD OF DIRECTORS</p> <p>Article 18. (Number of Directors) The number of Directors of the Company shall be <u>eleven (11)</u> or less.</p> <p>Article 20. (Term of Office of Directors)</p> <ol style="list-style-type: none">1. The term of office of a Director shall expire upon conclusion of the Ordinary General Meeting of Shareholders to be held for the last business year ending within <u>one (1) year</u> after his or her election.2. (No change)

Current Articles of Incorporation	Proposed amendments
<p>(Newly established)</p>	<p style="text-align: center;"><u>Supplementary Provisions</u></p> <p><u>Article 1. (Transitional Measures Concerning Provision of Information Materials for General Meetings of Shareholders in Electronic Format)</u></p> <ol style="list-style-type: none"> <u>1. The deletion of current Article 15 (Disclosure via Internet and Deemed Delivery of Reference Documents, etc. for General Meetings of Shareholders) and the establishment of new Article 15 (Measures for Providing Information in Electronic Format, Etc.) of the proposed amendments shall become effective as of the date of enforcement of the revised provisions set forth in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (hereafter, the "Date of Enforcement").</u> <u>2. Notwithstanding the provision of the preceding paragraph, Article 15 of the current Articles of Incorporation shall remain in force with respect to any General Meeting of Shareholders to be held on a date within six (6) months of the Date of Enforcement.</u> <u>3. These Supplementary Provisions shall be deleted after either six (6) months have elapsed from the Date of Enforcement or three (3) months have elapsed from the date of the General Meeting of Shareholders set forth in the preceding paragraph, whichever is later.</u>

Proposal 3: Election of Ten (10) Directors

The terms of office of all twelve (12) existing Directors will expire as of the conclusion of the Meeting. Therefore, to create a management system that can respond quickly to changes in the management environment by slimming the Company's Board of Directors, the Company proposes the election of ten (10) Directors, reducing the number of Directors by two (2).

Each of the candidates for Directors was decided by the Board of Directors after receiving the report of the Voluntary Nominating Committee, an advisory panel to the Board of Directors.

The candidates for Director are as follows:

No.		Name		Current Position in the Company
1	Reappointment	Shigeru Yamashita		Chairman of the Board
2	Reappointment	Norimasa Kitazawa		President and CEO
3	Reappointment	Tadashi Itakura		Director, Senior Managing Executive Officer
4	Reappointment	Yasunori Kurachi		Director, Managing Executive Officer
5	Reappointment	Kevin Vyse-Peacock		Director, Junior Managing Executive Officer
6	Reappointment	Takayuki Nitta	Outside Independent	Director
7	Reappointment	Rehito Hatoyama	Outside Independent	Director
8	Reappointment	Chiaki Hayashi	Outside Independent	Director
9	Reappointment	Eriko Yamaguchi	Outside Independent	Director
10	New appointment	Yumiko Miwa	Outside Independent	-

Reappointment	Reappointed candidate for Director
New appointment	Newly appointed candidate for Director
Outside	Candidate for Outside Director
Independent	Candidate for independent director based on provisions of the Tokyo Stock Exchange

Candidate

No.

1

Shigeru Yamashita

(February 14, 1958)

Reappointment

Career Summary, Position and Responsibility in the Company

Mar. 1981	Joined the Company	Number of the Company's common shares held: 95,341 shares
Feb. 1997	President of Pigeon Industries (Thailand) Co., Ltd.	(Number of shares scheduled to be delivered based on stock remuneration system: 8,005 shares)
Jul. 2004	President and CEO of Lansinoh Laboratories, Inc.	
Apr. 2007	Managing Officer of the Company	
Apr. 2009	Director	Attendance at Board of Directors meetings: 7 out of 7 times
Apr. 2011	Managing Director	
Apr. 2012	Director, Managing Executive Officer	Attendance at Voluntary Remuneration Committee meetings: 3 out of 3 times
Apr. 2013	President and CEO	Attendance at Voluntary Nominating Committee meetings: 5 out of 5 times
Apr. 2019	Chairman of the Board (current position)	Attendance at Governance Committee meetings: 6 out of 6 times

Notable Concurrent Positions

None.

Reasons for Nomination as Candidate for Director

Mr. Shigeru Yamashita has abundant experience and accomplishments in building the growth platforms of manufacturing centers and sales companies overseas. Since taking up the position of President and CEO of the Company in April 2013, he has enhanced the cohesiveness of the entire Pigeon Group by striving to achieve "world class business excellence," by establishing "Pigeon Way" and by actively talking about this concept so that this concept permeates in Pigeon Group. He has also further increased the Company's corporate value by taking various measures to help improve the quality of management, including the introduction of unique Pigeon Value Added(PVA) management benchmarks, which enabled the Company to receive the Grand Prix of the Corporate Value Improvement Award presented by the Tokyo Stock Exchange and the Porter Prize. This experience and knowledge in corporate management are needed by the Company to pursue initiatives that involve achieving the targets of the Seventh Medium-Term Business Plan and other future business activities. Moreover, the Company deems that he has the managerial talent necessary to act as the Chairman of the Board to spearhead efforts that enable the Company to enhance its corporate governance and maximize its corporate value and therefore nominated him as a candidate to continue serving as Director.

Candidate

No.

2

Norimasa Kitazawa

(January 20, 1956)

Reappointment

Career Summary, Position and Responsibility in the Company

Apr. 1979	Joined Aster Corporation	Number of the Company's common shares held: 36,706 shares
Sep. 1983	Joined the Company	(Number of shares scheduled to be delivered based on stock remuneration system: 10,006 shares)
Apr. 1998	President of Pigeon Singapore Pte. Ltd.	Attendance at Board of Directors meetings: 7 out of 7 times
May 2002	President of Pigeon (Shanghai) Co., Ltd.	Attendance at Voluntary Remuneration Committee meetings: 3 out of 3 times
Jan. 2008	Managing Officer of the Company	Attendance at Voluntary Nominating Committee meetings: 5 out of 5 times
Mar. 2011	Senior Managing Officer	Attendance at Governance Committee meetings: 6 out of 6 times
Apr. 2012	Director, Junior Managing Executive Officer	
Apr. 2013	Director, Managing Executive Officer	
Apr. 2014	Director, Senior Managing Executive Officer	
Mar. 2016	Vice President and Director	
Apr. 2019	President and CEO (current position)	

Notable Concurrent Positions

None.

Reasons for Nomination as Candidate for Director

Mr. Norimasa Kitazawa has long played a leadership role in the management by acting as the representative director of overseas companies of Pigeon Group. He has promoted strategic market development of the Company in foreign countries, in which the Company is a new entrant, and particularly in China, he has successfully established business models to establish a sales company and two (2) manufacturing companies. Furthermore, after being appointed as President and CEO of the Company in April 2019, he implemented policies to enhance the Company's corporate value further, including revising the Pigeon Way and changing the Company's brand. This experience and knowledge in corporate management are needed by the Company to pursue initiatives that involve achieving the targets of the Seventh Medium-Term Business Plan and other future business activities. Moreover, the Company deems that he has the talent necessary as the President and CEO to spearhead efforts that enable the Company to enhance its corporate governance and maximize its corporate value. Therefore, the Company has nominated him as a candidate to continue serving as Director.

Candidate

No.

3

Tadashi Itakura

(January 5, 1964)

Reappointment

Career Summary, Position and Responsibility in the Company

Apr. 1987	Joined the Company	
Jan. 2008	General Manager of Human Resources & General Affairs Dept., Administration Div.	
Jan. 2009	Managing Officer and Division Manager of Human Resources & General Affairs Div.	
Apr. 2012	Managing Officer of the Company and President of Thai Pigeon Co., Ltd.	Number of the Company's common shares held: 12,418 shares
Jan. 2014	Managing Officer and Division Manager of Research & Development Div.	(Number of shares scheduled to be delivered based on stock remuneration system: 5,398 shares)
Apr. 2014	Director, Junior Managing Executive Officer and Division Manager of Research & Development Div.	Attendance at Board of Directors meetings: 7 out of 7 times
Jan. 2015	Director, Junior Managing Executive Officer and Supervision of Research & Development Div., Quality Control Div. and Customer Service Center	Attendance at Governance Committee meetings: 6 out of 6 times
Apr. 2016	Director, Junior Managing Executive Officer and Division Manager of Quality Control Div. and Supervision of Research & Development Div., Logistics Div. and Customer Service Center	
Mar. 2017	Director, Managing Executive Officer and Supervision of Customer Communication Div., Research & Development Div., Quality Control Div. and Logistics Div.	
Jan. 2019	Director, Managing Executive Officer and General Manager of Global Head Office	
Mar. 2020	Director, Senior Managing Executive Officer and General Manager of Global Head Office	
Aug. 2021	Director, Senior Managing Executive Officer and General Manager of Global Head Office and Division Manager of Accounting & Finance Div. (current position)	

Notable Concurrent Positions

None.

Reasons for Nomination as Candidate for Director

Mr. Tadashi Itakura has experience in the fields of accounting, human resources, and general affairs, and has also played a leadership role in management by acting as the representative director of overseas manufacturing companies. As the Division Manager of the Research & Development Division, he has also promoted initiatives to strengthen development and quality control which constitute the Company's core competencies. Since January 2019, as the General Manager of Global Head Office, he has managed and promoted policies to strengthen group governance from the standpoints of the brand, ESG, and risk management. This experience and knowledge in corporate management are needed by the Company to pursue initiatives that involve achieving the targets of the Seventh Medium-Term Business Plan and other future business activities. Moreover, the Company deems that he has the talent necessary to contribute to efforts that enable the Company to enhance its corporate governance and maximize its corporate value and therefore nominated him as a candidate to continue serving as Director.

Candidate

No.

4

Yasunori Kurachi

(December 25, 1959)

Reappointment

Career Summary, Position and Responsibility in the Company

Mar. 1982	Joined the Company	
Oct. 2004	Block Manager of North Japan Block, Domestic Sales Div.	
Jan. 2006	Managing Officer and Division Manager of Marketing Div.	
Jan. 2008	Managing Officer and Deputy Division Manager of Domestic Baby & Mother Care Business Div.	
Jan. 2011	Managing Officer and Division Manager of Domestic Baby & Mother Care Business Div.	Number of the Company's common shares held: 21,503 shares
Apr. 2013	Director, Junior Managing Executive Officer and Supervision of Domestic Baby & Mother Care Business Div. and Child Care Service Business Div.	(Number of shares scheduled to be delivered based on stock remuneration system: 5,003 shares)
Apr. 2014	Director, Junior Managing Executive Officer and Supervision of Domestic Baby & Mother Care Business Div., Health & Elder Care Business Div. and Child Care Service Business Div.	Attendance at Board of Directors meetings: 7 out of 7 times
Jan. 2016	Director, Junior Managing Executive Officer and Division Manager of Health & Elder Care Business Div. of the Company and President of Pigeon Tahira Co., Ltd. and Supervision of Domestic Baby & Mother Care Business Div. and Child Care Service Business Div. of the Company	
Jan. 2018	Director, Junior Managing Executive Officer and Division Manager of Health & Elder Care Business Div. and Supervision of Domestic Baby & Mother Care Business Div. and Child Care Service Business Div.	
Jan. 2019	Director, Managing Executive Officer, Deputy Head of Japan Operations (current position)	

Notable Concurrent Positions

None.

Reasons for Nomination as Candidate for Director

Mr. Yasunori Kurachi has abundant experience in the realm of sales and marketing in the domestic childcare product business. He has also played a leadership role in brand development and has achieved results, including strengthening the Company's marketing capabilities and consolidating business operations. Since January 2019, as the Deputy Head of Japan Operations, he has been promoting initiatives to strengthen development and quality control which constitute the Company's core competences. This experience and knowledge in corporate management are needed by the Company to pursue initiatives that involve achieving the targets of the Seventh Medium-Term Business Plan and other future business activities. Moreover, the Company deems that he has the talent necessary to contribute to efforts that enable the Company to maximize its corporate value and therefore nominated him as a candidate to continue serving as Director.

Candidate
No.
5

Kevin Vyse-Peacock
(May 25, 1967)

Reappointment

Career Summary, Position and Responsibility in the Company

Sep. 1989	Joined Croda UK Ltd	Number of the Company's common shares held: 4,002 shares
Jul. 1993	Earned an MBA from Leeds University	
Apr. 1996	Sales and marketing director healthcare of Croda UK Ltd	(Number of shares scheduled to be delivered based on stock remuneration system: 4,002 shares)
Apr. 2001	Established Lansinoh Laboratories, Inc.-UK branch President	
Feb. 2010	President and CEO of Lansinoh Laboratories, Inc.	Attendance at Board of Directors meetings: 7 out of 7 times
Apr. 2016	Director, Junior Managing Executive Officer of the Company, and President and CEO of Lansinoh Laboratories, Inc.	
Jan. 2018	Director, Junior Managing Executive Officer and Division Manager of Lansinoh Business Div. of the Company and President and CEO of Lansinoh Laboratories, Inc. (current position)	

Notable Concurrent Positions

President and CEO of Lansinoh Laboratories, Inc.

Reasons for Nomination as Candidate for Director

Mr. Kevin Vyse-Peacock joined Lansinoh Laboratories, Inc. in 2001 and has led business management as President of the UK branch of Lansinoh Laboratories, Inc. as well as President and CEO of Lansinoh Laboratories, Inc. He has realized expansion into global markets through various efforts including expanding the Lansinoh brand in Europe and the U.S.A., commencement of deployment of nursing bottles and nursing bottle nipples, which are two (2) of Pigeon's mainstay products, in Europe and the U.S.A., as well as establishing sales companies in various countries. This experience and knowledge in corporate management will be needed in promoting the globalization of the Company, as well as in achieving the targets of the Seventh Medium-Term Business Plan and in other future business activities. Moreover, the Company deems that he has the talent necessary to contribute to efforts that enable the Company to maximize its corporate value and therefore nominated him as a candidate to continue serving as Director.

Candidate

No.

6

Takayuki Nitta

(November 8, 1970)

Reappointment

Outside

Independent

Career Summary, Position and Responsibility in the Company

Apr. 1995	Participated in Japan Overseas Cooperation Volunteers of Japan International Cooperation Agency (JICA) (later changed from a special public institution to an independent administrative institution under the same English name)	Number of the Company's common shares held: 5,100 shares
Mar. 1999	Joined Corporate Directions, Inc.	Attendance at Board of Directors meetings: 7 out of 7 times
Jun. 2005	Joined Asuka Corporate Advisory Co., Ltd.	Attendance at Voluntary
Feb. 2009	Executive Director of Asuka Corporate Advisory Co., Ltd.	Remuneration
Oct. 2013	Established Misaki Consulting (currently known as Misaki Capital Inc.) Partner of Misaki Capital Inc. (current position)	Committee meetings: 3 out of 3 times
Apr. 2015	Outside Director of the Company (current position)	Attendance at Voluntary Nominating Committee meetings: 5 out of 5 times

Notable Concurrent Positions

Partner of Misaki Capital Inc.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Role

Mr. Takayuki Nitta is a candidate for Outside Director as provided for in Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act. He has a wealth of knowledge in corporate management nurtured through extensive experience at a management consulting company and investment management companies. As an Outside Director, we expect him to use this knowledge to provide useful advice and recommendations on the Company's management strategies from an investor's perspective. Because he is currently performing these roles as an Outside Director, he has been nominated as a candidate for Outside Director.

Candidate

No.

7

Rehito Hatoyama

(January 12, 1974)

Reappointment

Outside

Independent

Career Summary, Position and Responsibility in the Company

Apr. 1997	Joined Mitsubishi Corporation	
May 2008	Joined Sanrio Company, Ltd.	
Jun. 2008	Earned an MBA from Harvard Business School	
Jun. 2010	Director of Sanrio Company, Ltd.	Number of the Company's common shares held: 2,700 shares
Apr. 2013	Managing Director of Sanrio Company, Ltd.	Attendance at Board of Directors meetings: 7 out of 7 times
Jun. 2013	Outside Director of DeNA Co., Ltd.	Attendance at Governance Committee meetings: 6 out of 6 times
Jun. 2015	CEO of Sanrio Media & Pictures Entertainment, Inc.	
Mar. 2016	Outside Director of LINE Corporation	
Apr. 2016	Director of Sanrio Company, Ltd.	
Apr. 2016	Outside Director of the Company (current position)	
Jun. 2016	Outside Director of transcocosmos inc. (current position)	
Jul. 2016	Established Hatoyama Soken Corporation Representative Director of Hatoyama Soken Corporation (current position)	
Mar. 2021	Outside Director and Audit and Supervisory Committee Member of Z Holdings Corporation (current position)	

Notable Concurrent Positions

Representative Director of Hatoyama Soken Corporation
Outside Director and Audit and Supervisory Committee Member of Z Holdings Corporation
Outside Director of transcocosmos inc.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Role

Mr. Rehito Hatoyama is a candidate for Outside Director as provided for in Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act. He has abundant experience and a wealth of knowledge regarding management in terms of international business strategy and execution of such strategy in operating companies, corporate governance, etc. As an Outside Director, we expect him to use this knowledge to provide useful advice and recommendations on the Company's management strategies. Because he is currently performing these roles as an Outside Director, he has been nominated as a candidate for Outside Director.

Candidate

No.

8

Chiaki Hayashi

(August 8, 1971)

Reappointment

Outside

Independent

Career Summary, Position and Responsibility in the Company

Apr. 1994	Joined Kao Corporation	Number of the Company's common shares held: 700 shares
Feb. 2000	Established Loftwork Inc., Representative Director of Loftwork Inc.	
Feb. 2012	Assistant Director of MIT Media Lab	Attendance at Board of Directors meetings: 7 out of 7 times
Apr. 2014	President and Representative Director, Hidakuma Co., Ltd	
May 2019	Chief Executive Officer of Hidakuma Co., Ltd (current position)	
Mar. 2020	Outside Director of the Company (current position)	Attendance at Governance Committee meetings: 6 out of 6 times
Feb. 2021	Chairperson, Loftwork Inc. (current position)	
Nov. 2021	Outside Director of JINS HOLDINGS Inc. (current position)	

Notable Concurrent Positions

Chairperson, Loftwork Inc.
Chief Executive Officer of Hidakuma Co., Ltd
Outside Director of JINS HOLDINGS Inc.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Role

Ms. Chiaki Hayashi is a candidate for Outside Director as provided for in Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act. She co-founded Loftwork Inc., which deals with various design projects, and has abundant project management experience (online, physical spaces, community, and business). She is also proactively involved in MTRL, a platform for creators and manufacturers that seeks new possibility for materials. She also has abundant experience in co-creation as the Assistant Director at the MIT Media Lab and has won various creative awards. While driving business as an entrepreneur, she serves as a member of various committees including METI's Industrial Structure Council. As an Outside Director, she is expected to use her wealth of insight and experience to provide useful advice and recommendations to the Company's business execution, including in the area of product development, in line with the Company's mission of being a Design Driven Company. Because she is currently performing these roles as an Outside Director, she has been nominated as a candidate for Outside Director.

Candidate

No.

9

Eriko Yamaguchi

(August 21, 1981)

Reappointment

Outside

Independent

Career Summary, Position and Responsibility in the Company

Mar. 2006	Established MOTHERHOUSE Co., Ltd., CEO of MOTHERHOUSE Co., Ltd. (current position)	Number of the Company's common shares held: 100 shares
Nov. 2007	Managing Director of MATRIGHOR Limited (current position)	Attendance at Board of Directors meetings: 6 out of 7 times
Dec. 2015	Director of MOTHERHOUSE Asia Pacific Limited	Attendance at Voluntary Remuneration Committee meetings: 3 out of 3 times
Aug. 2017	Director of MOTHERHOUSE TAIWAN Co., Ltd. (current position)	Attendance at Voluntary Nominating Committee meetings: 5 out of 5 times
Mar. 2020	Outside Director of the Company (current position)	

Notable Concurrent Positions

CEO of MOTHERHOUSE Co., Ltd.
 Managing Director of MATRIGHOR Limited
 Director of MOTHERHOUSE TAIWAN Co., Ltd.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Role

Ms. Eriko Yamaguchi is a candidate for Outside Director as provided for in Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act. She established MOTHERHOUSE Co., Ltd., which operates under the philosophy of "we spotlight the potential of developing countries through our products to establish an international brand" and conducts business that aims to "manufacture products in developing countries that truly satisfy customers." In addition to business management, she also drives business as the head of product design. She cultivates local production in developing countries and enriches those regions by creating brands that pursue the possibilities of local natural materials, thereby promoting the circulation of consumer activities there. With such activities recognized, she won various awards both in Japan and overseas as a globally active female entrepreneur. As an Outside Director, she is expected to use her wealth of insight and experience to provide useful advice and recommendations on the Company's management strategies and other business operations, as the Company aims to become a Design Driven Company with the aim of making further progress in overseas business. Because she is currently performing these roles as an Outside Director, she has been nominated as a candidate for Outside Director.

Candidate
No.
10

Yumiko Miwa
(October 12, 1965)

New appointment

Outside

Independent

Career Summary

Apr. 1988	Joined Nomura Securities Co., Ltd.	
Apr. 1996	Full-time Assistant, School of Commerce, Meiji University	
Apr. 1997	Full-time Lecturer, School of Commerce, Meiji University	
Apr. 2000	Assistant Professor, School of Commerce, Meiji University	
Apr. 2002	Member, Fund Management Committee, Pension Fund Association for Local Government Officials	Number of the Company's common shares held: 0 shares
Oct. 2005	Professor, School of Commerce, Meiji University (current position)	
Apr. 2006	Visiting Professor, Stephen M. Ross School of Business, University of Michigan	
Apr. 2020	Member, Fund Management Committee, National Federation of Mutual Aid Associations for Municipal Personnel (current position)	
Jun. 2020	Outside Director of Eisai Co., Ltd. (current position)	
Apr. 2021	Member, Pension Asset Management Review Committee, The Mutual Aid Association of Prefectural Government Personnel (current position)	

Notable Concurrent Positions

Professor, School of Commerce, Meiji University

Member, Fund Management Committee, National Federation of Mutual Aid Associations for Municipal Personnel

Outside Director of Eisai Co., Ltd.

Member, Pension Asset Management Review Committee, The Mutual Aid Association of Prefectural Government Personnel

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Role

Ms. Yumiko Miwa is a candidate for Outside Director as provided for in Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act. Although she has never been involved in the management of a company except as an outside director, she is an expert in ESG and corporate governance, having conducted research related to the development of institutional investors and corporate governance, engagement of institutional investors, and ESG investment. She also has knowledge of finance and accounting, and possesses a high level of insight and supervisory ability regarding management with a focus on these fields. ESG and corporate governance initiatives are becoming more important today, and using her abundant insight and experience, as an Outside Director, she is expected to provide useful advice and recommendations on the Company's management strategy and on improved corporate governance, in line with the Company's mission of being a Design Driven Company. In consideration of the fact that the Board of Directors of the Company is composed of Directors with various specialties and experiences, etc., and based on her career, specialties and abilities, the Company judged that she is capable of fulfilling the roles expected above and nominated her as a new candidate for Outside Director.

- Notes:
1. There is no special interest between the candidate and the Company.
 2. Although Takayuki Nitta is a partner of Misaki Capital Inc., it has been confirmed that the said company (including the funds it manages) has not made any investment in the Company and will not do so until the end of candidate his term as an Outside Director of the Company. Therefore, it has been concluded that there is no risk of conflict of interest between he and our general shareholders.
 3. The Company has no transactional relationship with Hatoyama Soken Corporation or Z Holdings Corporation, at which Rehito Hatoyama has concurrent positions. Furthermore, although he is an Outside Director of transcosmos inc., and the Company and transcosmos inc. have a transactional relationship of ¥176 million per year (for the fiscal year ended December 2021), the value of the

transactions comprises less than 1% of the Company's consolidated net sales. Therefore, it has been concluded that there is no risk of conflict of interest between he and our general shareholders.

4. The Company has no transactional relationship with Hidakuma Co., Ltd or JINS HOLDINGS Inc. at which Chiaki Hayashi has concurrent positions. Furthermore, although she is Chairperson of Loftwork Inc., and the Company and Loftwork Inc., have a transactional relationship of ¥1 million (for the fiscal year ended December 2021), the value of the transactions comprises less than 1% of the Company's consolidated net sales. Therefore, it has been concluded that there is no risk of conflict of interest between she and our general shareholders.
5. The Company has no transactional relationship with MOTHERHOUSE Co., Ltd., MATRIGHOR Limited, or MOTHERHOUSE TAIWAN Co., Ltd., at which Eriko Yamaguchi has concurrent positions.
6. There is no transactional relationship including donation between the Company and Meiji University, the National Federation of Mutual Aid Associations for Municipal Personnel, Eisai Co., Ltd., or The Mutual Aid Association of Prefectural Government Personnel at which Yumiko Miwa has concurrent positions.
7. After getting married, Yumiko Miwa's surname changed to Shibata, but her maiden name Miwa is used for her work including as a university professor.
8. Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi currently serve as Outside Directors of the Company. Their terms of office as of the conclusion of the Meeting are six (6) years and eleven (11) months for Takayuki Nitta, five (5) years and eleven (11) months for Rehito Hatoyama, and two (2) years for both Chiaki Hayashi and Eriko Yamaguchi.
9. Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi have been designated as independent director/auditor as specified in Rule 436-2 of Securities Listing Regulations of the Tokyo Stock Exchange and registered as independent officers with the stock exchange. If this proposal is approved and adopted, Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi will continue to be designated and registered as independent director/auditor, and the Company plans to designate and register Yumiko Miwa newly as an independent officer.
10. The Company has concluded limited liability contracts with Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi which limit their liability for damages prescribed in Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the same Act and the Articles of Incorporation. If this proposal is approved and adopted, limited liability contracts will again be concluded with Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi, and a limited liability contract will be newly concluded with Yumiko Miwa. Furthermore, the limit of liability for damages pursuant to the limited liability contracts is the aggregate sum of the amounts prescribed in each item in Article 425, paragraph (1) of the Companies Act.
11. If this proposal is approved and each candidate assumes the office of Director, the Company will enter into an indemnification agreement with each candidate pursuant to Article 430-2, paragraph (1) of the Companies Act, whereby the Company will indemnify (provided, however, that in the event that the indemnified person is found to have performed his/her duties for the purpose of gaining unjust enrichment for him/herself or a third party, or for the purpose of causing damage to the Company, or in the event that the indemnified person is found to have performed his/her duties with malice or gross negligence, the indemnified expenses, etc. shall be refunded.) the candidates for the expenses stipulated in item (i) of the same paragraph and the loss stipulated in item (ii) of the same paragraph to the extent provided for by law.
12. The Company has concluded a liability insurance contract for officers, etc. with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act. If this proposal is approved and adopted, Shigeru Yamashita, Norimasa Kitazawa, Tadashi Itakura, Yasunori Kurachi, Kevin Vyse-Peacock, Takayuki Nitta, Rehito Hatoyama, Chiaki Hayashi and Eriko Yamaguchi will continue to be insured persons in the liability insurance contract, and Yumiko Miwa will newly become an insured person in the liability insurance contract.
13. During the fiscal year under review, the Board of Directors and the Voluntary Remuneration Committee held the following written resolutions in addition to the number of meetings stated above.


Board of Directors: Once / Voluntary Remuneration Committee: Once

Proposal 4: Election of One (1) Audit & Supervisory Board Member

Audit & Supervisory Board Member Mr. Tsutomu Matsunaga will resign as of the conclusion of the Meeting. Accordingly, the Company hereby proposes the election of one (1) Audit & Supervisory Board Member as his substitute.

With respect to this proposal, the Company has obtained the consent of the Audit & Supervisory Board.

The candidate for Audit & Supervisory Board Member is as follows:

	Koji Ishigami (July 8, 1962)	New appointment
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Career Summary and Position in the Company

Mar. 1986	Joined the Company	
Jan. 2006	General Manager, Marketing Department, Marketing Division	
Jan. 2007	Managing Officer and Division Manager of HHC & Elder Care Business Division	
Jan. 2013	Managing Officer, Division Manager of Health & Elder Care Business Division of the Company and President of Pigeon Tahira Co., Ltd.	Number of the Company's common shares held: 39,000 shares
Jan. 2016	Managing Officer and Senior Managing Director of Pigeon Tahira Corporation	
Jan. 2018	Managing Officer and Division Manager of Human Resources & General Affairs Div.	
Dec. 2019	Managing Officer and Division Manager of Administration Division (current position)	

Notable Concurrent Positions

None.

Reasons for Nomination as Candidate for Audit & Supervisory Board Member

Mr. Koji Ishigami has extensive knowledge of and experience in the fields of sales and marketing, and has long played a leadership role in the Company's healthcare and nursing care business. He has led the launch of new brands targeting the active age group in addition to conventional nursing care products, and has a proven track record in strengthening sales capabilities and consolidating businesses. In addition, as Division Manager of the Human Resources & General Affairs Division from January 2018, he implemented a fundamental reform of the Company's human resources system and established a framework for realizing "a group of professionals who embody the Pigeon Way and demonstrate outstanding skills while making the most of their individuality." In addition, he has a wide range of knowledge related to management with a focus on people, which is considered the most important management resource, including the clarification of human resource development policies and the establishment and promotion of systems. In light of such experience, the Company deems that he has adequate talent to perform the role of Audit & Supervisory Board Member and nominated him as a new candidate for Audit & Supervisory Board Member.

- Notes:
1. There is no special interest between the candidate and the Company.
 2. The term of office of the candidate shall be until the expiration of the scheduled term of office of the resigning Audit & Supervisory Board Member as stipulated in the Company's Articles of Incorporation.
 3. If this proposal is approved and adopted, and the candidate takes office as an Audit & Supervisory Board Member, the Company plans to enter into a limited liability contract with the candidate which limits his liability for damages prescribed in Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the same Act and the Articles of Incorporation. The limit of liability for damages pursuant to the limited liability contract is the aggregate sum of the amounts prescribed in each item in Article 425, paragraph (1) of the Companies Act.

4. If this proposal is approved and the candidate assumes the office of Audit & Supervisory Board Member, the Company will enter into an indemnification agreement with the candidate pursuant to Article 430-2, paragraph (1) of the Companies Act, whereby the Company will indemnify (provided, however, that in the event that the indemnified person is found to have performed his duties for the purpose of gaining unjust enrichment for himself or a third party, or for the purpose of causing damage to the Company, or in the event that the indemnified person is found to have performed his duties with malice or gross negligence, the indemnified expenses, etc. shall be refunded.) the candidate for the expenses stipulated in item (i) of the same paragraph and the loss stipulated in item (ii) of the same paragraph to the extent provided for by law.
5. The Company has concluded a liability insurance contract for officers, etc. with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act. If this proposal is approved and adopted, and the candidate takes office as an Audit & Supervisory Board Member, the candidate will be included newly as an insured person in the liability insurance contract.

Reference: Policy and system for corporate governance

(1) Basic policy for corporate governance

The Company has developed the “Pigeon Way,” as described below, comprising its Purpose, Values, Action Principles and Vision, under its Corporate Philosophy of “Love” and its Credo of “Only love can beget love,” as the basis of its spirit and actions to be shared by all Pigeon Group employees, both in Japan and abroad.

The “Pigeon Way” is more than a mere slogan. The Company believes that having all employees become strongly aware of the “Pigeon Way” and putting it into action will inevitably improve corporate value, and that its corporate value encompasses both social and economic value. We are aiming to achieve the goal of improving social value mainly by becoming an indispensable part of society, while delivering joy and happiness to our target customers, by providing solutions and new value. The Company established the following six (6) priority materialities (Key Issues) to be addressed in terms of Sustainable Development Goals (SDGs) and Environmental, Social, and Governance (ESG); 1) enhancement of business competitiveness and R&D capabilities, 2) sustainable reduction of environmental impact, 3) enhancement of stakeholder support capability, 4) improvement of the quality of human resources, 5) creation of comfortable working environment, and 6) development of a solid management base, all of which will be incorporated into our business strategies. Meanwhile, we are aiming to achieve the goal of improving economic value mainly by increasing free cash flow consistently, efficiently, and strategically, as we move into the future.

Based on this approach, the Company defines corporate governance as “the system that pays due respect to the views of our employees, customers, business partners, shareholders and local communities, and that ensures transparent and fair as well as prompt and bold decision-making” and the purpose of corporate governance as the means to achieving “the Company’s sustained growth and the improvement of corporate value in the medium- to long-term.”

The Company will continue to further strengthen this system in accordance with the above definition and make efforts to continuously enhance its corporate governance in pursuit of further improving its corporate value.

Pigeon Way



Corporate Philosophy

Love

Credo

Only love can beget love

Vision

To be the baby product manufacturer most trusted by the world’s babies and families, “Global Number One”

Purpose

We want to make the world more baby-friendly by furthering our commitment to understanding and addressing babies’ unique needs

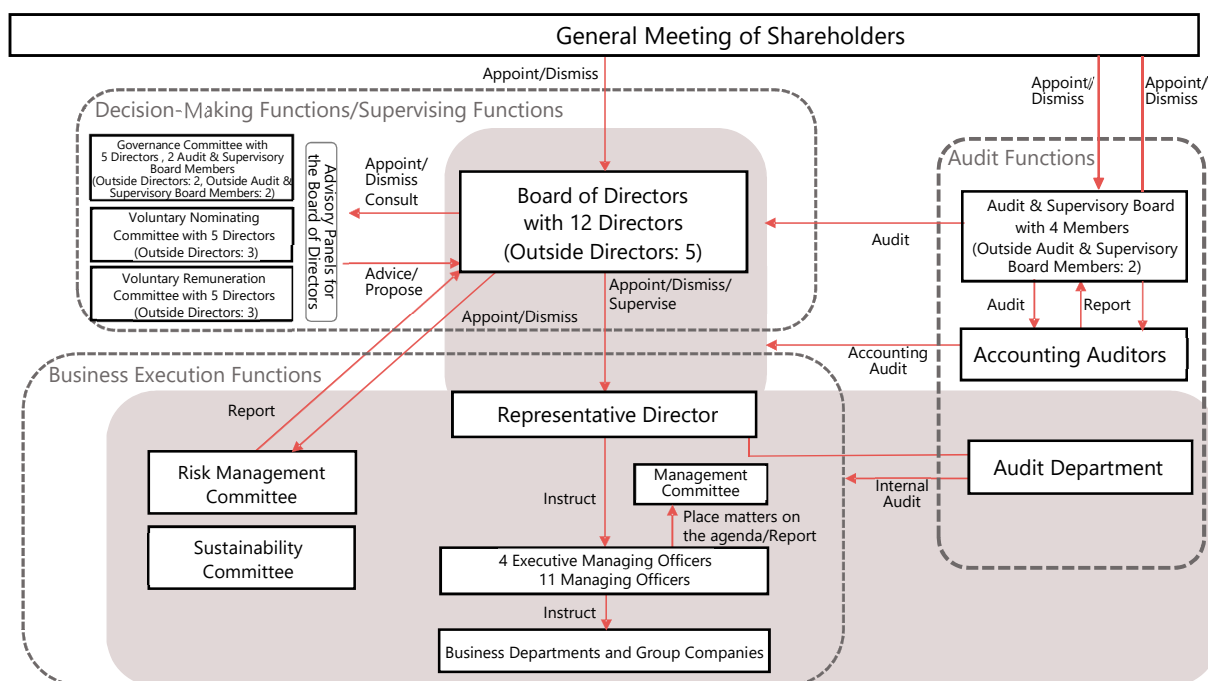
Values

- Integrity
- Communication, Consent, Trust
- Passion

Action Principles

- Agility
- Keep sight of consumers
- Global collaboration among competent individuals
- Leadership and logical working style
- Willingness to change

(2) Corporate Governance Structure (As of December 31, 2021)



(3) Board of Directors

The Company's Board of Directors makes decisions on matters that are to be solely determined by the Board of Directors, based on laws and regulations and the Articles of Incorporation, as well as important matters stipulated in the "Board of Directors Rules," and receives reports on matters stipulated by these rules.

The Board of Directors is attended by Internal Directors, Outside Directors and Audit & Supervisory Board Members, and while seeking partnership between business execution functions, decision-making/supervising functions and audit functions, it responds promptly and appropriately to changes in the business environment and makes management decisions rationally and effectively to establish sustained growth and a solid operating foundation. By operating the Board of Directors in a way that elicits lively opinions from Outside Directors, the Company works to ensure the enhancement of corporate governance and the appropriateness of decision making through Outside Directors' advice, etc., on the Company's management strategies.

In addition, the Board of Directors of the Company conducts an annual evaluation of the effectiveness of the Board of Directors and works to maintain and improve the effectiveness of the Board of Directors in order to increase corporate value and achieve sustainable growth over the medium to long term. The results of the evaluation of the effectiveness of the Board of Directors for the current fiscal year are as shown below.

1) Issues identified in the evaluation of the effectiveness of the Board of Directors implemented in the previous fiscal year

In response to the issue of ensuring the internal control system's effectiveness, the Governance Committee was established to identify issues related to the Company's governance, including the internal control system's effectiveness, and to examine and discuss matters that need to be improved.

2) Method used in the evaluation of the effectiveness of the Board of Directors implemented in the current fiscal year

A Self-evaluation questionnaire or interview was conducted for every Director and Audit & Supervisory Board Member, and the Governance Committee performed a review and held discussions based on the results of the questionnaires, etc. that were collected and analyzed by the secretariat. The Board of Directors then discussed the results based on the recommendations of the Governance Committee.

The questionnaires, etc. included questions on the role and function of the Board of Directors, the composition and size of the Board of Directors etc., the operation of the Board of Directors, coordination with auditors,

communication with the management, and engagement with shareholders and investors.

3) Results of the evaluation of the effectiveness of the Board of Directors implemented in the current fiscal year and future efforts

Some improvements from the results of the previous fiscal year were observed in ensuring the internal control system's effectiveness and the Outside Directors' understanding of the Company and opportunities to play an active role. Also, it was confirmed that the Board of Directors are making effective decisions through open and lively discussion and playing an influential role in improving medium- to long-term corporate value. Meanwhile, the need to further enhance efforts to fulfill the roles and functions of the Board of Directors and coordination with auditors was identified. Focusing on the issues identified for the current fiscal year, we will continually consider and work on the necessary responses to maintain and improve the effectiveness of the Board of Directors.

(4) Status of audit system and audits

Audit & Supervisory Board Members, the Internal Audit Department, and Accounting Auditors mutually collaborate by holding regular debriefing sessions and at any time as necessary, exchanging information and opinions.

In accordance with the audit policy, the division of work, etc., the Audit & Supervisory Board consisting of four (4) Audit & Supervisory Board Members, which includes two (2) Outside Audit & Supervisory Board Members, conducts rigorous auditing through measures such as attending important meetings including those of the Board of Directors, giving an audience to Directors, viewing important resolution documents and other documentation, and investigating the status of operations and property. In addition, by receiving reports from the Representative Directors on matters such as important company issues and giving feedback from the Audit & Supervisory Board Members regarding information and the like heard from within the Company, it carries out exchanges of opinions regularly.

Furthermore, an Audit Department under the direct control of the President and CEO was established as the Internal Audit Department, which regularly implements internal audits on the Company and its domestic and overseas Group companies from the perspective of confirming operational effectiveness, efficiency, compliance, and asset preservation. Audit results are reported to all Directors and Audit & Supervisory Board Members, and suggestions for improvement and follow-ups are implemented.

(5) Governance Committee

To further strengthen corporate governance in the Pigeon Group, we established the Governance Committee in the current fiscal year as an advisory panel to the Board of Directors, chaired by an Outside Director and with a majority of its members being Outside Directors and Outside Audit & Supervisory Board Members. The Committee deliberates on various issues related to corporate governance within the Group that have been identified through the evaluation of the effectiveness of the Board of Directors, etc., from the perspective of promoting organic coordination and integration and proactive implementation, and provides advice and recommendations to the Board of Directors.

(6) Voluntary Remuneration Committee and Executive Remuneration Policy

In order to increase the independence, objectivity, and transparency of the executive remuneration system, the Company has established a Voluntary Remuneration Committee as an advisory panel to the Board of Directors. The chairman and the majority of members of the committee are Independent Outside Directors. The Voluntary Remuneration Committee deliberates on the need for revisions to the Executive Remuneration Policy, the individual level of executive remuneration (base amount by position), the performance targets and evaluation table for bonuses, and the performance evaluations and amounts of individual payments for the bonuses and stock remuneration paid in the previous fiscal year, and provides advice and proposals to the Board of Directors.

In addition, the Board of Directors made a resolution after receiving the report from the deliberation of the proposal at the Voluntary Remuneration Committee, and the Company formulated its Executive Remuneration Policy. The

basic policy, remuneration structure, and payment details have been established in the Executive Remuneration Policy. For details, please refer to the Company's corporate website (https://www.pigeon.com/sustainability/files/pdf/Executive_remuneration_policy.pdf).

(7) Voluntary Nominating Committee and Executive Nomination Policy

The Company has established a Voluntary Nominating Committee as an advisory panel to the Board of Directors to enhance the independence, objectivity, and transparency of the appointment/dismissal and nomination decision-making processes for Directors and the Chief Executive Officer (CEO). The chairman and the majority of members of the committee are Independent Outside Directors. The Voluntary Nominating Committee deliberates on the appointment/dismissal criteria for Directors and the CEO and the successor plan, etc., and provides advice and proposals to the Board of Directors.

In addition, the Board of Directors made a resolution after receiving the report from the deliberation of the proposal at the Voluntary Nominating Committee, and the Company formulated its Executive Nomination Policy. The personnel requirements for the CEO and the appointment/dismissal criteria for Directors and the CEO have been established in the Executive Nomination Policy. The ideal human qualities necessary for the role of CEO of the Company are "Human qualities that can enhance resourcefulness and continuously increase the Company's corporate value (social and economic value), based on the values of the Pigeon Way." In addition, the detailed human resource requirements are determined in terms of responsibility and authority, main duties and expected results, and required competencies (behavioral characteristics, personality characteristics, experience and achievements, knowledge and skills). Furthermore, the dismissal criteria for Directors and the CEO are provided below.

- 1) Where corrupt, unjust, or disloyal actions are suspected
- 2) Where a lack of qualifications is recognized, such as a legal violation
- 3) Where the process or results of the execution of duties is insufficient, or where it is deemed inappropriate to have the individual continue to perform duties
- 4) Where ROE has fallen below 5% for three (3) consecutive fiscal years (only for the CEO)

Details of the Company's Executive Nomination Policy are provided on the Company's corporate website: https://www.pigeon.com/sustainability/files/pdf/Executive_nomination_policy.pdf