

# Financial Results of Q2/2020 December Results Briefing

**Pigeon Corporation**

(Securities Code : 7956)

**Norimasa Kitazawa**

President and CEO

August 7, 2020

Celebrate babies the way they are

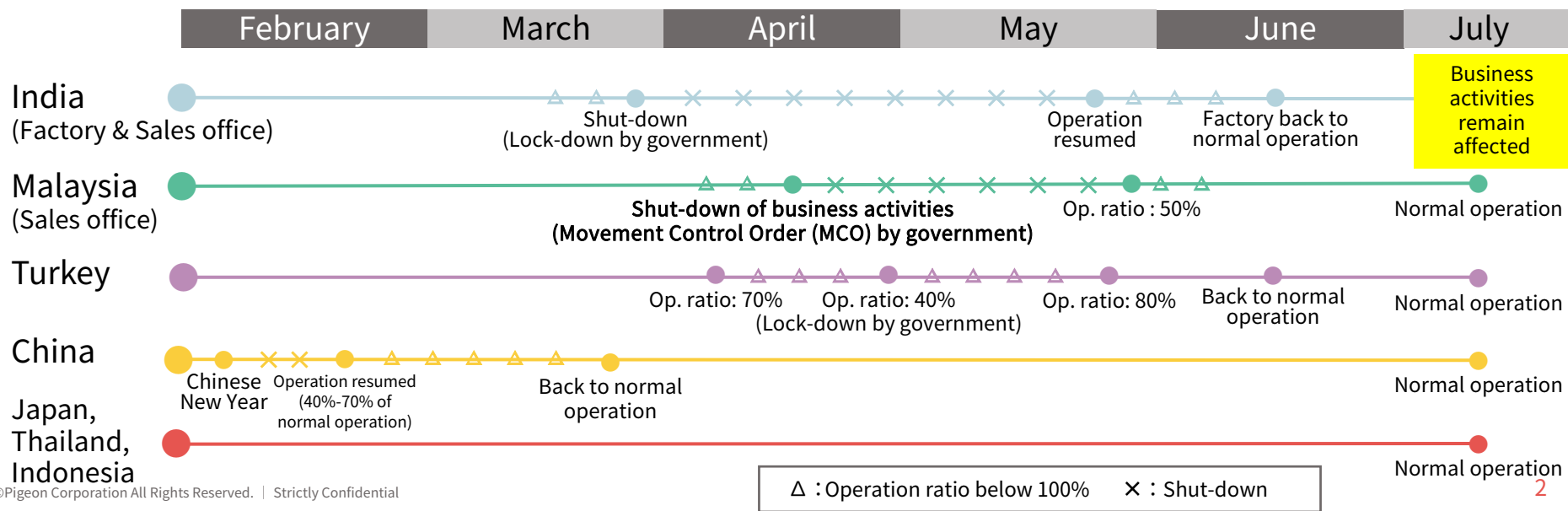


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# Agenda

# Timeline for Group Offices Under COVID-19 Pandemic (As of End of July)

- Factories in Japan, Thailand and Indonesia have been in normal operation even amid the COVID-19 crisis.
- In China, business activities were affected most during the period from mid-February through late March but have been on a recovery trend since Q2.
- Our domestic and overseas sales offices/factories are in operation while taking sufficient measures to prevent infection with COVID-19 in accordance with requests and guidance from local governments.
- In India, continued restrictions on movement, such as travel between states, have affected business activities.



# Q2 / December 2020 Highlights

# 618 Shopping Festival (China)

- Pigeon **recorded No. 1** sales in nursing bottles and nipples on JD.com and T-mall for three straight years.
- Pigeon's sales on T-mall e-commerce flagship store grew **138%** year-on-year.
- Pigeon achieved sales expansion by leveraging new EC platforms, such as Live Commerce.

The promotional banner features a dark red background with a white Pigeon logo at the top left. The main text '618 限时礼遇' is prominently displayed in white. Below it, a white oval contains the activity dates '活动时间: 6月16日—6月18日'. The central focus is a white Pigeon electric breast pump, shown with its various components like the pump handle and breast shield. A yellow circular badge with a crown icon says '免费赠!' (Free Gift!). To the left, a red gift box with a white ribbon is shown. Text on the banner includes '购物满999元' (Spend 999 yuan), '赠 ¥599' (Gift ¥599), and '睿享灵巧型电动吸奶器 (限前四位消费者)' (Smart and flexible electric breast pump (limited to the first four consumers)). The Pigeon logo is also visible on the pump's components. In the bottom right corner, there is a black circle with the text '2/4'.

# Released Ssence, a New Line of Premium Skincare Products (China)

## Ssence

艾纯诗母婴旗舰店

- Pigeon launched Ssence in China in late June.
- Unique ingredients, and completely additives-free such as preservatives, antimicrobials, flavorings and alcohol.
- Deliver directly from the factory to consumers within 48 hours from the date of production (Our first D2C business model).
- Total number of pageviews of the official Ssence page on WeChat (Chinese social media) and other digital channels has exceeded 10 million!

## 新鲜直送

新鲜生产 新鲜速达



下单



接单后产出成品



快速速达



### “鲜活”护肤体验

建议开封后当天用完  
每支1mL, 每次1支, 每天2支

### 新鲜生产

新鲜生产, 接单后48小时内发出  
开封后当天使用, 未开封保质期3个月

# Released Bingle Fan+ Stroller (Japan)

ビジョンのベビーカーは  
スイスイ動いてのびのび乗れる。



- Japan's first baby stroller equipped with a cooling fan that will keep your baby feel comfortable during outings even in the hot summer season
- Available on Pigeon's official online shop starting in late July (limited to 160 units only)
- Planning to release new lines of FUNRIDE baby strollers in series



※日本初! 夏場のお出掛けに

快適なファン搭載ベビーカー

ビングル ファンプラス  
**Bingle Fan+**

数量  
限定

新発売!



※(株) SVP ジャパン調べ  
調査対象：日本で発売されたファン一体型ベビーカーの公開情報より

# Nigeria the New Market (Singapore)



Number of babies  
born per year  
More than **7** million

- Started distribution to Nigeria, a new market in Africa, through a local partner
- Started to sell Pigeon products on high-end baby shop and the online store "JUMIA"
- Targeting to achieve annual sales of USD1 million in 2022





# Products Catering to New Customer Needs (Lansinoh)



- New products catering to “sustainability” needs of millennials and the generation Z
- Organic Nipple Balm, the first-ever 100% plant-based product released by Lansinoh (meeting consumers' demand for organic products)
- Washable Nursing Pads, reusable with repeated washes (meeting consumers' demand for non-disposable products)
- Sales expanding along with existing products



# Q2 / December 2020

## Key Results

# Results - Consolidated PL

| (Unit: Million JPY)                         | Q2 / Dec. 2019 |            | Q2 / Dec. 2020 |            |            |
|---|----------------|------------|----------------|------------|------------|
|   | Actual         | % of Total | Actual         | % of Total | YoY Change |
| Net Sales                                   | 52,519         | 100.0%     | 48,431         | 100.0%     | 92.2%      |
| Cost of Sales                               | 25,886         | 49.3%      | 24,021         | 49.6%      | 92.8%      |
| Gross Profit                                | 26,632         | 50.7%      | 24,409         | 50.4%      | 91.7%      |
| SG&A Expenses                               | 17,375         | 33.1%      | 16,377         | 33.8%      | 94.3%      |
| Operating Income                            | 9,257          | 17.6%      | 8,031          | 16.6%      | 86.8%      |
| Ordinary Income                             | 9,608          | 18.3%      | 8,532          | 17.6%      | 88.8%      |
| Net Income Attributable to Owners of Parent | 6,565          | 12.5%      | 5,855          | 12.1%      | 89.2%      |

【Currency Rates】

Dec. 2020 : US\$1 = JPY 108.26 / CNY1 = JPY 15.39

Dec. 2019 : US\$1 = JPY 110.05 / CNY1 = JPY 16.20

# Results - by Business Segment

Overseas Sales Ratio : 56.6% (54.1% in Q2/2019)

| (Unit: Million JPY)                              | Q2 / Dec. 2019 |               |              |                | Q2 / Dec. 2020 |               |              |              |                |
|--|----------------|---------------|--------------|----------------|----------------|---------------|--------------|--------------|----------------|
|  | Actual         | % of Ttl      | Gross Margin | Segment Profit | Actual         | % of Ttl      | YoY Change   | Gross Margin | Segment Profit |
| <b>Consolidated Net Sales</b>                    | <b>52,519</b>  | <b>100.0%</b> | <b>50.7%</b> | <b>9,257</b>   | <b>48,431</b>  | <b>100.0%</b> | <b>92.2%</b> | <b>50.4%</b> | <b>8,031</b>   |
| <b>Japan Business</b>                            | 25,230         | 48.0%         | 40.6%        | 2,656          | 22,584         | 46.6%         | 89.5%        | 39.5%        | 1,580          |
| <b>China Business</b>                            | 18,058         | 34.4%         | 54.2%        | 6,313          | 17,456         | 36.0%         | 96.7%        | 54.5%        | 6,118          |
| <b>Singapore Business</b>                        | 7,104          | 13.5%         | 36.6%        | 1,204          | 6,443          | 13.3%         | 90.7%        | 39.8%        | 1,257          |
| <b>Lansinoh Business*</b>                        | 6,572          | 12.5%         | 59.1%        | 925            | 6,312*         | 13.0%         | 96.0%        | 56.6%        | 907            |
| <b>Elimination of inter-segment transactions</b> | (4,447)        | (8.5%)        | —            |                | (4,364)        | (9.0%)        | —            | —            |                |

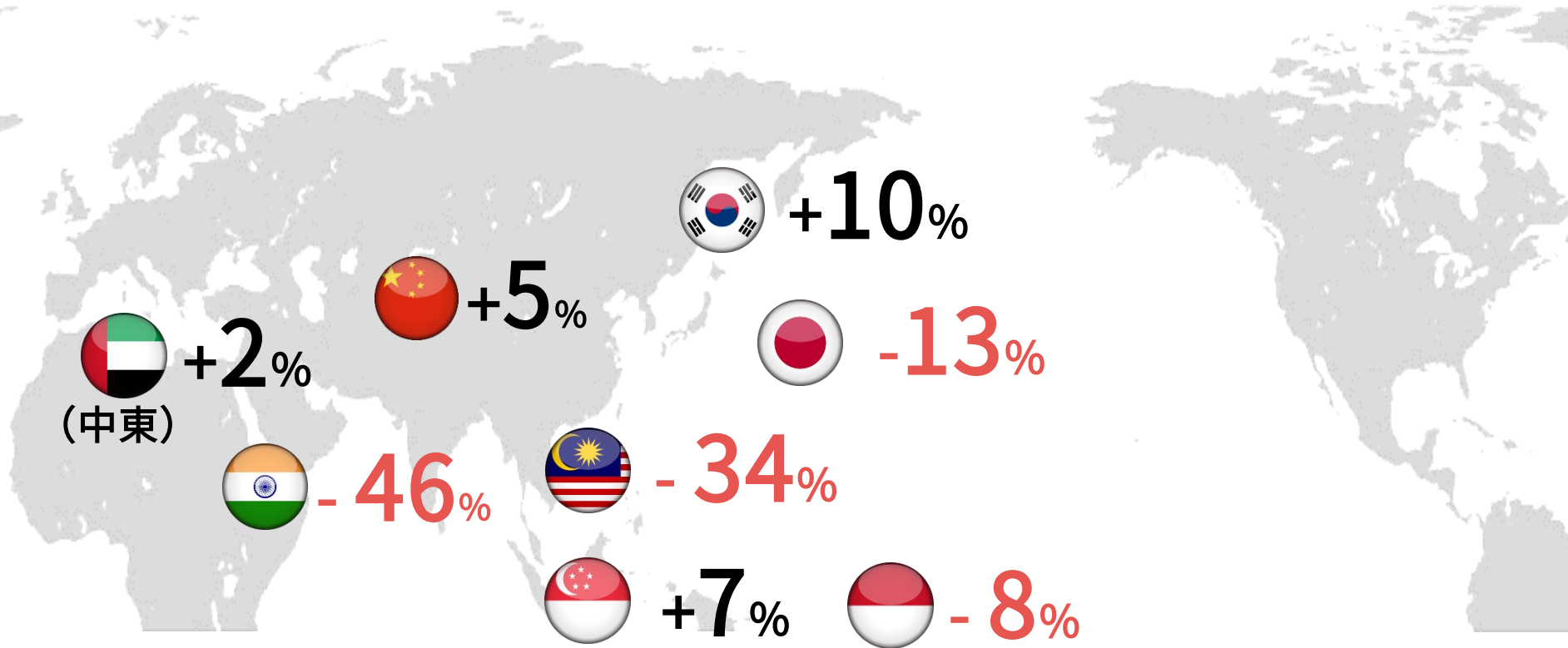
\*The Lansinoh business has a different revenue recognition standard of the earnings in Q2/Dec. 2020 and Q2/Dec. 2019. Under the new standard, rebates, incentives, and other expenses that were previously recorded in SG&A expenses are now deductible from sales in this fiscal year.

# Results - by Business Segment (Local Currency)

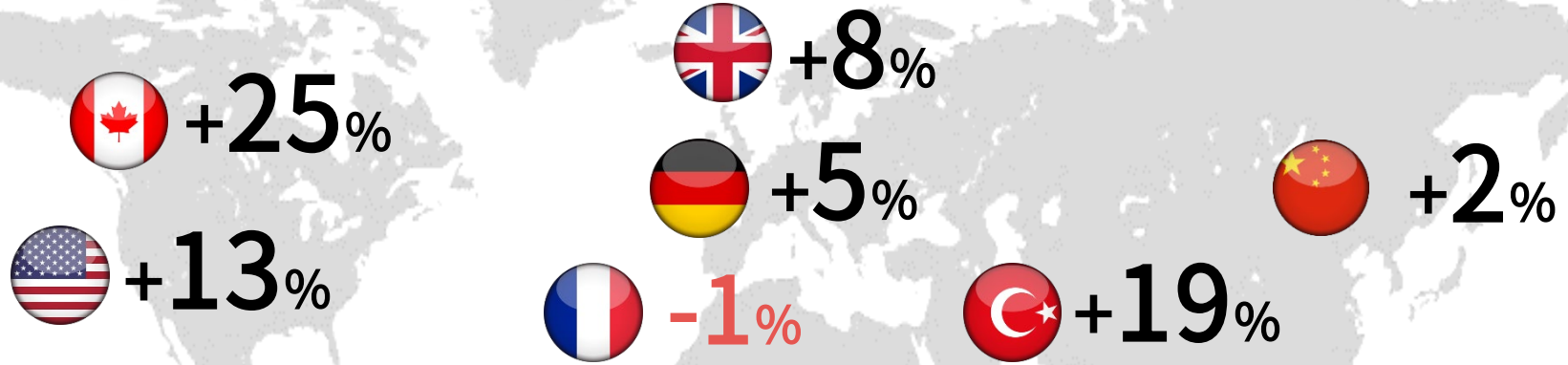
| Japan Business   | Singapore Business   |
|--|--|
| <p><b>Net Sales YoY : 89.5%</b></p> <p>[Ref.] Net Sales YoY by Former Seg.</p> <ul style="list-style-type: none"> <li>Domestic Baby and Mother Care : 85.0%</li> <li>Child Care Service : 94.4%</li> <li>Health and Elder Care : 106.7%</li> </ul> | <p><b>Net Sales YoY : 93.0%</b></p> <p>[Ref.] Net Sales YoY (Main markets)</p> <ul style="list-style-type: none"> <li>Singapore domestic : 107.3%</li> <li>India : 54.3%</li> <li>Malaysia : 65.5%</li> </ul>    |
| China Business   | Lansinoh Business  |
| <p><b>Net Sales YoY : 101.0%</b></p> <p>[Ref.] Net Sales YoY (Mainland China) : 105.4%</p> <ul style="list-style-type: none"> <li>E-Commerce Growth YoY : 134.0%</li> <li>E-Commerce Ratio in total sales : 61.0%</li> </ul>                       | <p><b>Net Sales YoY : 99.3%*</b></p> <p>[Ref.] Net sales (YoY) under the same revenue recognition standard</p> <ul style="list-style-type: none"> <li>Lansinoh Business : 107.5%</li> <li>US : 113.5%</li> </ul> |

\*The Lansinoh business has a different revenue recognition standard of the earnings in Q2/2020 Dec. and Q2/2019 Dec. Under the new standard, rebates, incentives, and other expenses that were previously recorded in SG&A expenses are now deductible from sales in this fiscal year.

# Pigeon Sales by Regions\* (Q2 YTD / YoY / Local Currency)



# Lansinoh Sales by Regions\* (Q2 YTD / YoY / Local Currency)



# Consolidated Balance Sheet (Highlight)

| (Unit: Million JPY)                             | End of Dec. 2019 | Q2 / Dec. 2020 |            |                |
|---|------------------|----------------|------------|----------------|
|   | Actual           | Actual         | YoY Change | YoY Change (%) |
| Cash and deposits                               | 32,416           | 33,603         | +1,187     | 103.7%         |
| Notes and accounts receivable - trade           | 16,588           | 15,400         | (1,187)    | 92.8%          |
| Inventories                                     | 11,211           | 12,134         | +923       | 108.2%         |
| Notes and accounts payable - trade              | 4,900            | 5,122          | +221       | 104.5%         |
| Electronically recorded obligations - operating | 2,009            | 2,070          | +61        | 103.0%         |
| Borrowings                                      | 0                | 0              | —          | —              |
| Net assets                                      | 70,463           | 71,033         | +570       | 100.8%         |
| Total assets                                    | 90,491           | 90,315         | (176)      | 99.8%          |
| Equity ratio                                    | 74.8%            | 75.7%          | —          | +0.9Pt         |



Q2 / December 2020

Our Achievement Under COVID-19 Pandemic

# Recent Situations amid COVID-19 Crisis (Malaysia and India)



## Malaysia

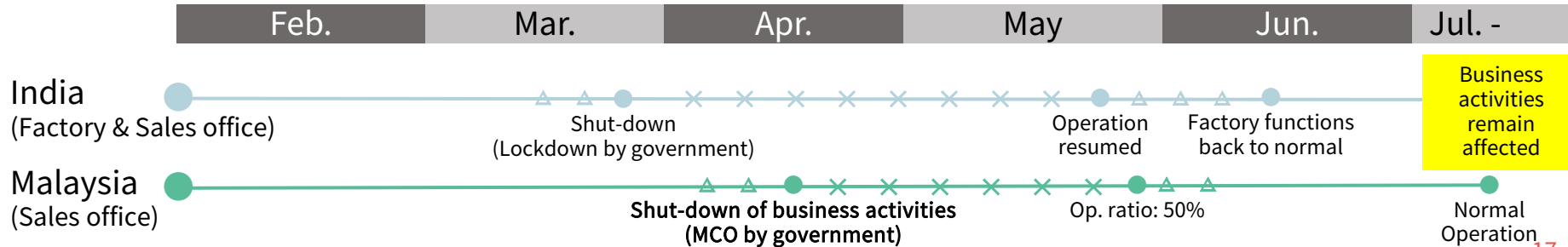
- The number of new cases has decreased to 10 or less per day. Under the "new normal" lifestyle, people are returning to life as usual before the lock-down.
- Pigeon has almost fully restored its operations by utilizing online sales negotiations and other alternative measures.
- Many retail stores are operating for shorter hours. Major retailers focused on their own e-commerce sales platform during the lock-down period to offset a decrease in offline sales with online sales.



## India

- The pace of infections with COVID-19 has accelerated, and as a result, the number of new cases has surged to 50,000 or more per day, making India one of the toughest situation in the world.
- Pigeon has restarted its operations by first visiting major customers and also utilizing phones and messaging apps for sales negotiation.
- E-commerce sales have recovered to the level before the lock-down, while the areas under movement restrictions remain affected by the pandemic.

△ : Operation ratio below 100%    × : Shut-down



# Changes in Pigeon Group's Business Activities amid COVID-19 Crisis

Pigeon is well prepared to stay relevant in the "society coexisting with the novel coronavirus," while retaining its brand strength.

## What have remained unchanged

- Brand strength of Pigeon and Lansinoh
- Steady e-commerce and online sales growth

## What have changed

- Workstyle of the Group's employees
- Method of communications with customers

# Pigeon Group's Market Share amid COVID-19 Crisis (Japan)

The Group has maintained/expanded its market share, supported by more than 60 years of customer trust in the Pigeon brand.

- Inbound demand has vanished due to 99.9% year-on-year decrease in foreign travelers to Japan.
- From Nursing bottles to disposables such as Baby wipes, our products have continued to perform strongly even amid the COVID-19 crisis, underpinned by the trust it has nurtured with customers.

## ■ Nursing bottles market share in Japan\*



# 85%

(monthly average in 1H of FY2020)

The market share has increased 6pt from 79% of the same period last year.

# Pigeon Group's Market Share amid COVID-19 Crisis (China, North America)

- Pigeon nursing bottles' market share in China\*



# 40%

(as at the end of June 2020)

The market share has increased 3pt from the annual average of 37% in 2019.

\* Based on the company research (sell-out, value basis)

- Pigeon lanolin-based nipple cream's market share in the U.S.\*\*



# 74%

(as at the end of June 2020)

The market share remained as high as that during the same period last year and has been expanding with the release of new Organic Nipple Balm.

\*\* Based on the company research (July 2020 IRI MULO Report, Multi Outlet + Amazon, value basis)

# Pigeon Group's Market Share amid COVID-19 Crisis (US)

- Market shares\* and positions of core products, other than nipple cream, in the U.S. (during the last 52 weeks)

Disposable Nursing Pads

66%



No.1

Breast milk Storage Bags

44%



No.1

Manual Breast Pump

36%



No.2

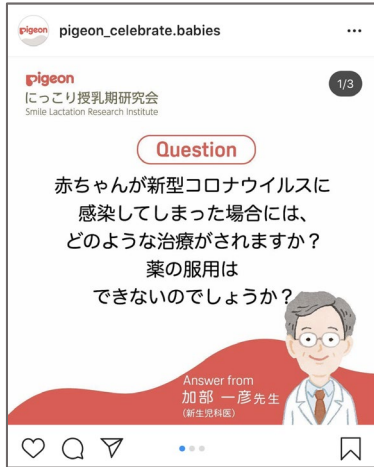
\* Based on the company research (July 2020 IRI MULO Report, Multi Outlet + Amazon, value basis)

# New Initiatives amid COVID-19 Crisis (with Parties Outside the Company)

Further promote online communications with customers in collaboration with medical professionals and experts in each country

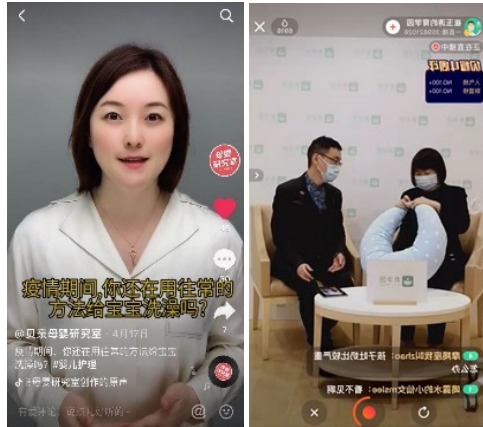
[Japan]

Providing advice of experts, such as pediatricians, via social media platform



[China]

Live streaming using apps, such as WeChat and Weibo



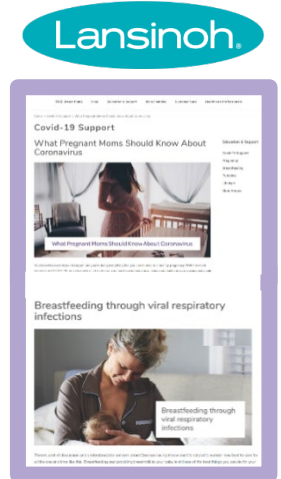
[Malaysia]

Online breastfeeding seminar



[US]

Opening a special feature page on the brand website



# Branding and ESG Activities



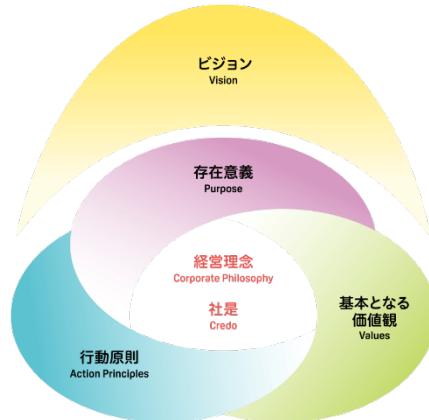
# Brand Enhancement Initiatives

Pigeon was ranked 64th among 100 “Best Japan Brands 2020” by Interbrand Japan.

Reasons for being awarded (excerpt):

Pigeon defined its “purpose” in 2019 to enhance customer satisfaction. High customer trust in Pigeon’s mainstay nursing bottles, its ability to cater to customer needs, and its strong presence have helped enhance its brand value not only in Japan but also in other Asian countries.

Interbrand  
Best  
Japan  
Brands  
2020



## Purpose

Make the world more baby-friendly by furthering our commitment to understanding and addressing babies’ unique needs.

# Brand Enhancement Initiatives

Refresh a diverse range of contents, works and promotional materials in order to communicate Pigeon brand's message and story to all stakeholders

## ■ Office design

Pigeon Manufacturing Ibaraki

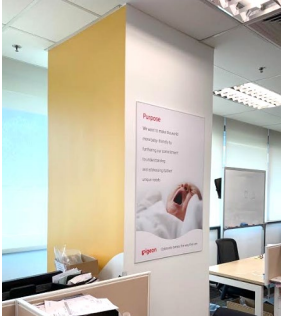


Pigeon Manufacturing Hyogo



# Brand Enhancement Initiatives – Office Design

## Pigeon Singapore



## Pigeon India



# Brand Enhancement Initiatives – Space Design

## Brand banners for events



# Brand Enhancement Initiatives – Space Design

## Brand display for exhibition



# Brand Enhancement Initiatives – Online Communication

## New website

**celebrate babies the way they are**  
赤ちゃん一人ひとりが生まれ持った輝きを育む

**IMPORTANT** ▲ 2020.06.15 臨時メンテナンスに伴う「ピジョン美和の森」休館のお知らせ

**飲む力が強い赤ちゃんのために**  
**授乳・さく乳室の高さ支援**  
**赤ちゃん誕生記念 両親**

**celebrate babies in action**  
赤ちゃん一人ひとりの輝きを育むための取り組み

## Official online shop

**SEARCH ITEMS**  
商品を探す

**セールアイテム** から探す  
**カテゴリー** から探す  
**新商品** から探す  
**ママの時期・赤ちゃんの月齢** から探す  
**お悩み・シーン** から探す  
**ギフト** から探す

**CAMPAIGN**  
おすすめ特集

**部品販売**  
ピジョン公式オンラインショップの部品販売ページです。さく乳器、胸乳瓶、食器入れ、電動おしゃぶり、ベビーカー、チャイルドシート等の部品がお買い求め頂けます。

**お悩み・赤ちゃんのお困りごと特集**  
はじめてだらけの妊娠・出産。あなたのお悩みをお悩みを解決するお悩みなセットをご紹介

**GIFT**  
生まれてくる赤ちゃんや、贈ったママ・パパなど、大切な方に送りたいギフトを揃えました。

**赤ちゃん誕生記念商品券**  
10,000円で11,000円のお買い物ができるお悩みな商品券です。これから赤ちゃんを迎える大切な人へのプレゼントにもおすすめです。

**caboo**  
世界の約27の国と地域で愛される超っこひも。公式オンラインショップ限定リングカバー付き！

**Suteru**  
オムツ処理器。ステールに新しいカラーが仲間入り！クールなスノーグレート、公式サイト限定のミストブルーを是非チェックしてみてください！

**母乳専用！母乳実感からかわしいデザインシリーズが本格新登場。**  
数量限定！母乳実感からかわしいデザインシリーズが本格新登場。ここでしかゲットできないデザインです。

**あちゃんのお肌を育むピジョンのスキンケアシリーズ**  
あちゃんのお肌を育むピジョンのスキンケアシリーズ！送料無料・ポイント10倍・ノベルティグッズの定期購入がおすすめです。

# Brand Enhancement Initiatives – Digital Content

## Brand movie



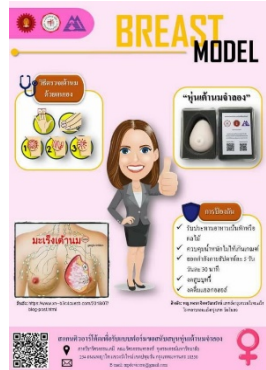
## Corporate movie



# ESG Initiatives

Implement a range of new initiatives in each country

## Industry-academia collaboration Project (Thailand)



- Chulalongkorn University developed a breast cancer self-diagnosis kit.
- Thai Pigeon provided waste silicone.
- The project was announced on the university's website in June 2020.

## Activities to promote recycling (Singapore)



- “Nursing bottles recycling boxes” were installed at exhibitions and other events (available also for other brands' nursing bottles).
- More than 3,500 nursing bottles have been collected so far. Collected nursing bottles are recycled into transportation palettes, etc.



# Initiatives During 2H of Fiscal Year Ending December 2020

Strengthen efforts to ensure the safety of employees under “emergencies,” such as pandemic and natural disasters, to continue stable operations.

- Expansion/renovation of factories in China and Indonesia
- Full-fledged market entry of the Pigeon brand into North America (Canada)
- Release of new products totaling 150 SKUs or more (including refreshed products) worldwide
- Planning/development of emergency supplies and products catering to local consumer needs in each country
- ESG activities including the opening of a breast milk bank (on the first floor of the headquarters building in Tokyo) and the installation of solar panels at factories in Indonesia and Thailand

# Full-Year Forecast / December, 2020

# Forecast for the Fiscal Year Ending Dec., 31, 2020 (Consolidated)

| (Unit: Million JPY)                                | Dec. 2020 Full-Year Forecast |                          |                     |                  |
|--|------------------------------|--------------------------|---------------------|------------------|
|  | Budget                       | Revised Forecast         | Change              | Change(%)        |
| <b>Net Sales</b>                                   | <b>109,000</b>               | <b>98,500 to 102,400</b> | (10,500) to (6,600) | (9.6) to (6.1)   |
| <b>Operating Income</b>                            | <b>18,100</b>                | <b>13,400 to 15,500</b>  | (4,700) to (2,600)  | (26.0) to (14.4) |
| <b>Ordinary Income</b>                             | <b>18,100</b>                | <b>13,900 to 16,000</b>  | (4,200) to (2,100)  | (23.2) to (11.6) |
| <b>Net Income Attributable to Owners of Parent</b> | <b>12,600</b>                | <b>9,600 to 10,900</b>   | (3,000) to (1,700)  | (23.8) to (13.5) |
| <b>Net Income per Share</b>                        | <b>105.23</b>                | <b>80.17 to 91.03</b>    | (25.05) to (14.20)  | (23.8) to (13.5) |

# Shareholder Return and Investments

[Shareholder return policy under the 7th Medium-Term Business Plan]

Aim to increase dividends in each fiscal year and achieve a consolidated total shareholder return ratio of approximately 55%.

| Dividends                   | Jan. 2018           |                      | Jan. 2019           |                      | Dec. 2019           |                      | Dec. 2020              |                        |
|-----------------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|------------------------|------------------------|
|                             | Interim<br>(Actual) | Year-end<br>(Actual) | Interim<br>(Actual) | Year-end<br>(Actual) | Interim<br>(Actual) | Year-end<br>(Actual) | Interim<br>(Scheduled) | Year-end<br>(Estimate) |
| Dividend per share<br>(Yen) | 31                  | 35                   | 34                  | 34                   | 35                  | 35                   | 36                     | 36                     |
| Dividend payout ratio       | 54.5%               |                      | 57.2%               |                      | 72.7%               |                      | 79.1% - 89.8%          |                        |

[Reference] Investments (Consolidated)

| (Unit: Million JPY) | Jan. 2019            |                       | Dec. 2019      |                  | Dec. 2020      |                  |
|---------------------|----------------------|-----------------------|----------------|------------------|----------------|------------------|
|                     | 1st Half<br>(Actual) | Full-year<br>(Actual) | 1H<br>(Actual) | FY<br>(Actual)*4 | 1H<br>(Actual) | FY<br>(Forecast) |
| Capex (*1)          | 2,795                | 5,376                 | 2,009          | 3,869            | 1,690          | 3,600            |
| Depreciation (*2)   | 1,383                | 2,804                 | 1,966          | 3,372            | 1,968          | 3,800            |
| R&D expenses(*3)    | 1,479                | 3,119                 | 1,536          | 3,059            | 1,430          | 3,200            |

\*1 : Property, plant and equipment and intangible assets (including long-term prepaid expense)

\*2 : Depreciation (including amortization of goodwill)

\*3 : Total expenses of R&D activities, including personnel costs

\*4 : 11-months actual for Japan Domestic

# Disclaimer on Forward-Looking Statements

This material includes certain forward-looking statements about the Pigeon Group. To the extent that statements in this material do not related to historical or current facts, they constitute forward-looking statements.

These forward-looking statements are based on the current assumptions and judgments of the Pigeon Group in light of the information currently available to it, and involve know and unknown risks, uncertainties and other factors, which may affect the statements made in this material.

## Pigeon Corporation

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103-8480, Japan

URL <http://www.pigeon.co.jp/>  
<http://www.pigeon.com/>

Celebrate babies the way they are



# Appendix



# Financial Highlights (Consolidated)

| (Unit: Million JPY)                                | Q2 / Dec. 2019 |            | Q2 / Dec. 2020 |            |                |
|--|----------------|------------|----------------|------------|----------------|
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| <b>Net Sales</b>                                   | 52,519         | 100.0%     | 48,431         | 100.0%     | 92.2%          |
| <b>Operating Income</b>                            | 9,257          | 17.6%      | 8,031          | 16.6%      | 86.8%          |
| <b>Ordinary Income</b>                             | 9,608          | 18.3%      | 8,532          | 17.6%      | 88.8%          |
| <b>Net Income Attributable to Owners of Parent</b> | 6,565          | 12.5%      | 5,855          | 12.1%      | 89.2%          |
| <b>Net Assets</b>                                  | 68,681         | —          | 71,033         | —          | 103.4%         |
| <b>Total Assets</b>                                | 88,714         | —          | 90,315         | —          | 101.7%         |
| <b>EPS (Yen)</b>                                   | 54.83          | —          | 48.91          | —          | 89.2%          |
| <b>BPS (Yen)</b>                                   | 553.29         | —          | 593.75         | —          | 107.3%         |
| <b>ROE</b>   | 20.1%          | —          | 17.2%          | —          | —              |
| <b>ROIC</b>  | 19.2%          | —          | 15.9%          | —          | —              |

ROE: Return on Equity (shareholders' equity + accumulated other comprehensive income), calculated with equity being the average of the beginning and ending balances

ROIC: Return on Invested Capital (NOPAT/Invested capital, calculated with a tax rate of 30.0% and invested capital being the average of the beginning and ending balances



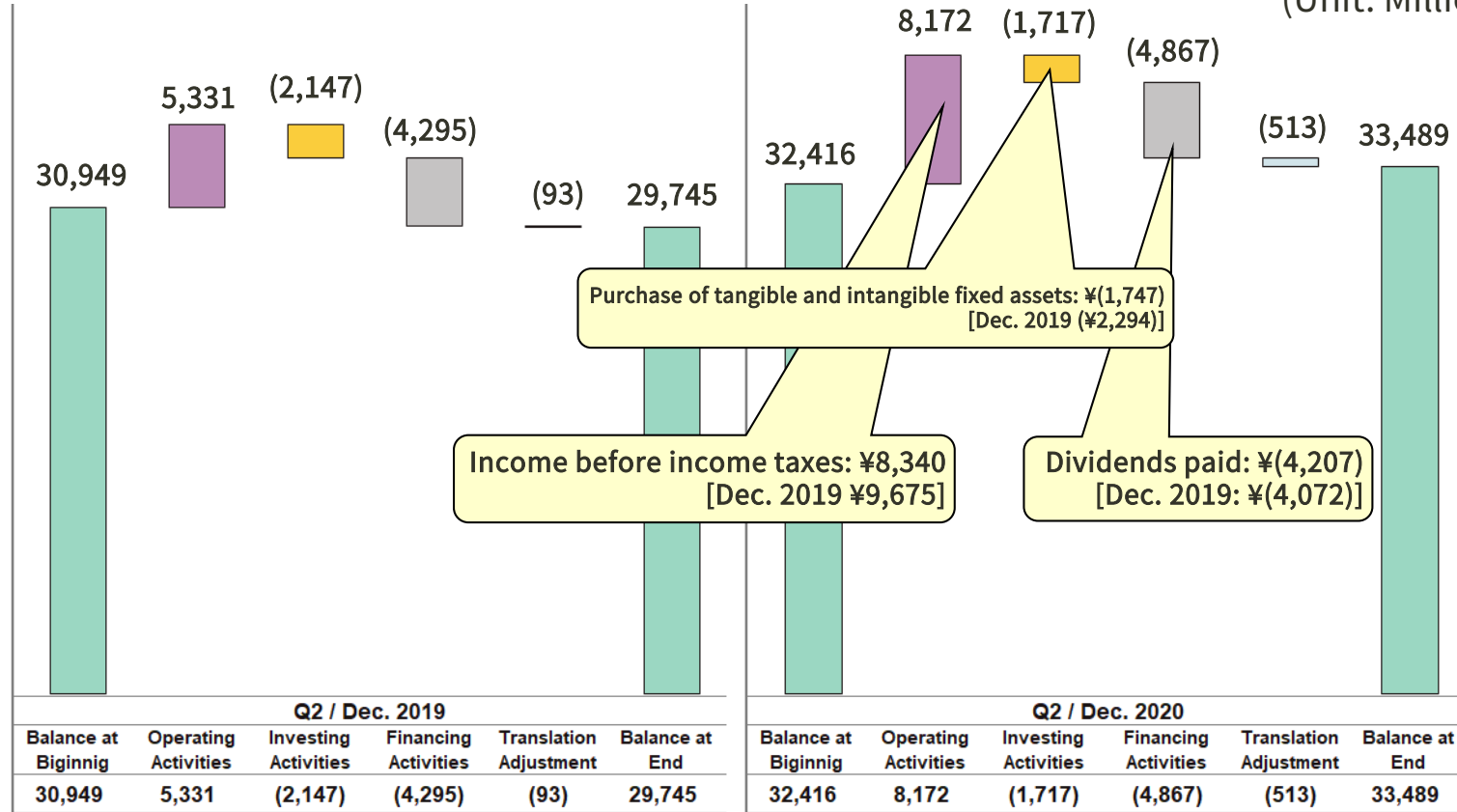
# [Reference] Breakdown of Japan Business

| (Unit: Million JPY)           | Q2 / Dec. 2019 |              |              |                | Q2 / Dec. 2020 |              |              |              |                |
|-------------------------------|----------------|--------------|--------------|----------------|----------------|--------------|--------------|--------------|----------------|
|                               | Actual         | % of Ttl     | Gross Margin | Segment Profit | Actual         | % of Ttl     | YoY Change   | Gross Margin | Segment Profit |
| <b>Japan Business</b>         | <b>25,230</b>  | <b>48.0%</b> | <b>40.6%</b> | <b>2,656</b>   | <b>22,584</b>  | <b>46.6%</b> | <b>89.5%</b> | <b>39.5%</b> | <b>1,580</b>   |
| Domestic Baby and Mother Care | 17,964         | 34.2%        | 48.4%        | 2,971          | 15,272         | 31.5%        | 85.0%        | 46.7%        | 1,658          |
| Child Care Service            | 1,920          | 3.7%         | 13.5%        | 42             | 1,813          | 3.7%         | 94.4%        | 14.3%        | 44             |
| Health and Elder Care         | 3,480          | 6.6%         | 31.3%        | 221            | 3,712          | 7.7%         | 106.7%       | 33.5%        | 340            |

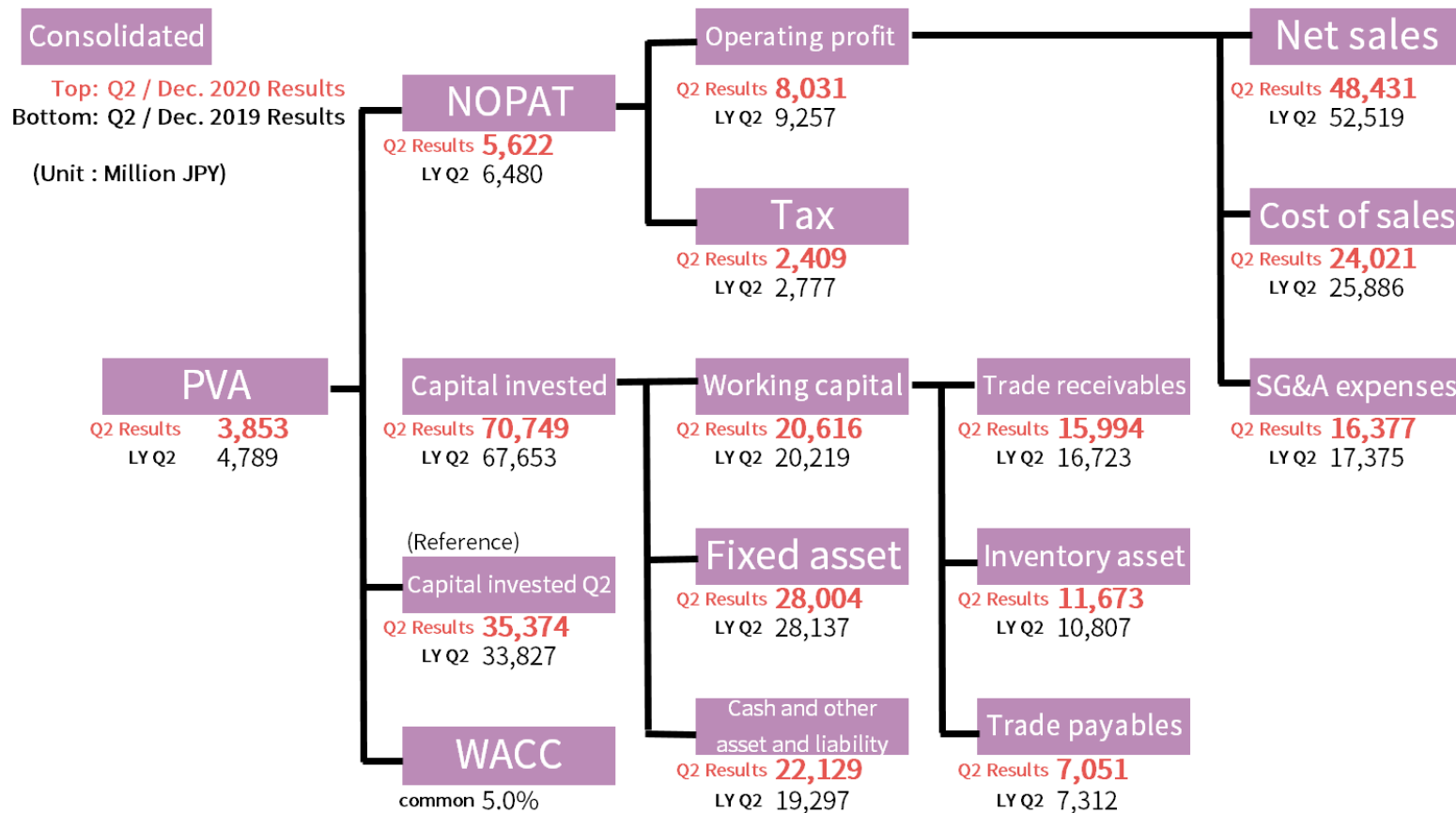
Breakdown of Japan Business (Compared to the former business segment)

# [Reference] Comparison of Cash Flows (Consolidated)

(Unit: Million JPY)



# PVA Tree: Consolidated Results for Q2 / Dec. 2020

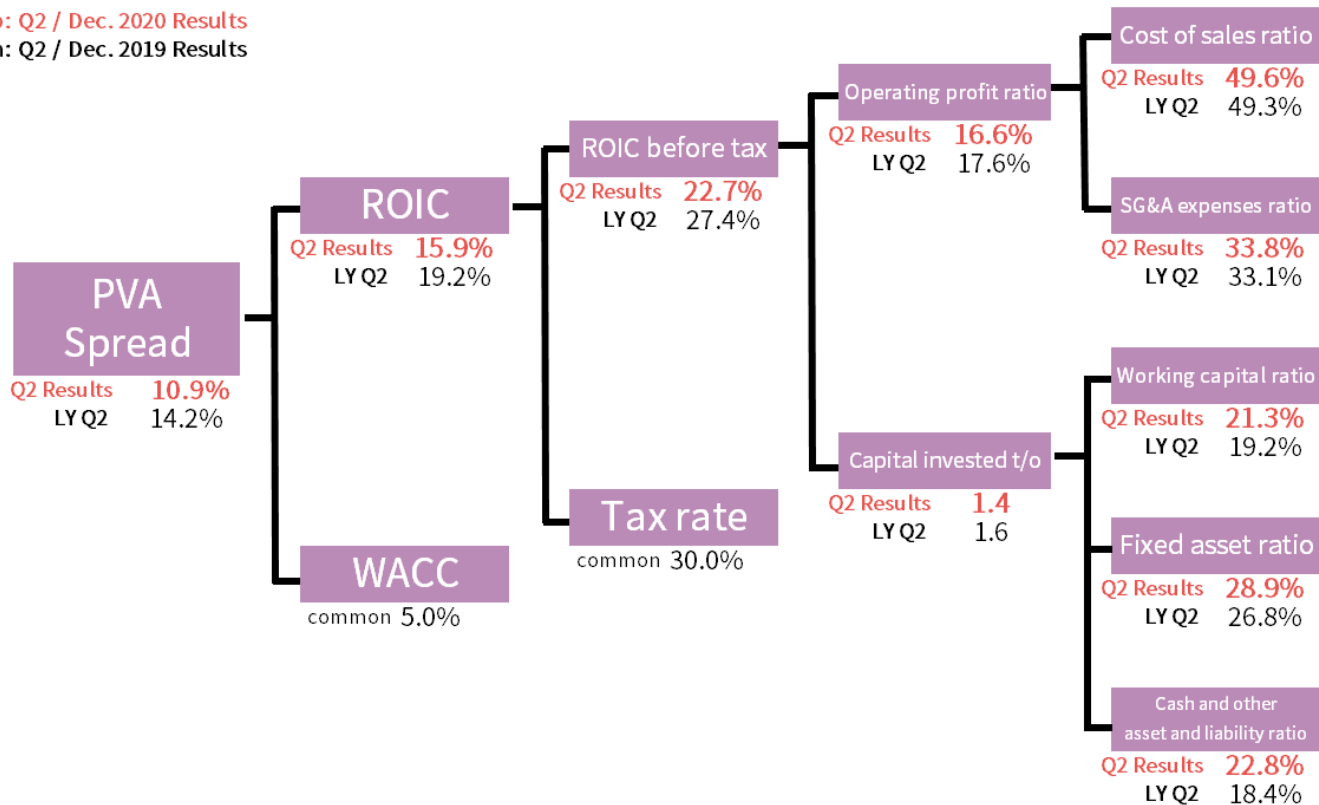


Note: From Jan. 2017, B/S Factors for PVA calculation are averaged between beginning and year-end figures.

# PVA Tree: Consolidated Results for Q2 / Dec. 2020

## Consolidated

Top: Q2 / Dec. 2020 Results  
Bottom: Q2 / Dec. 2019 Results



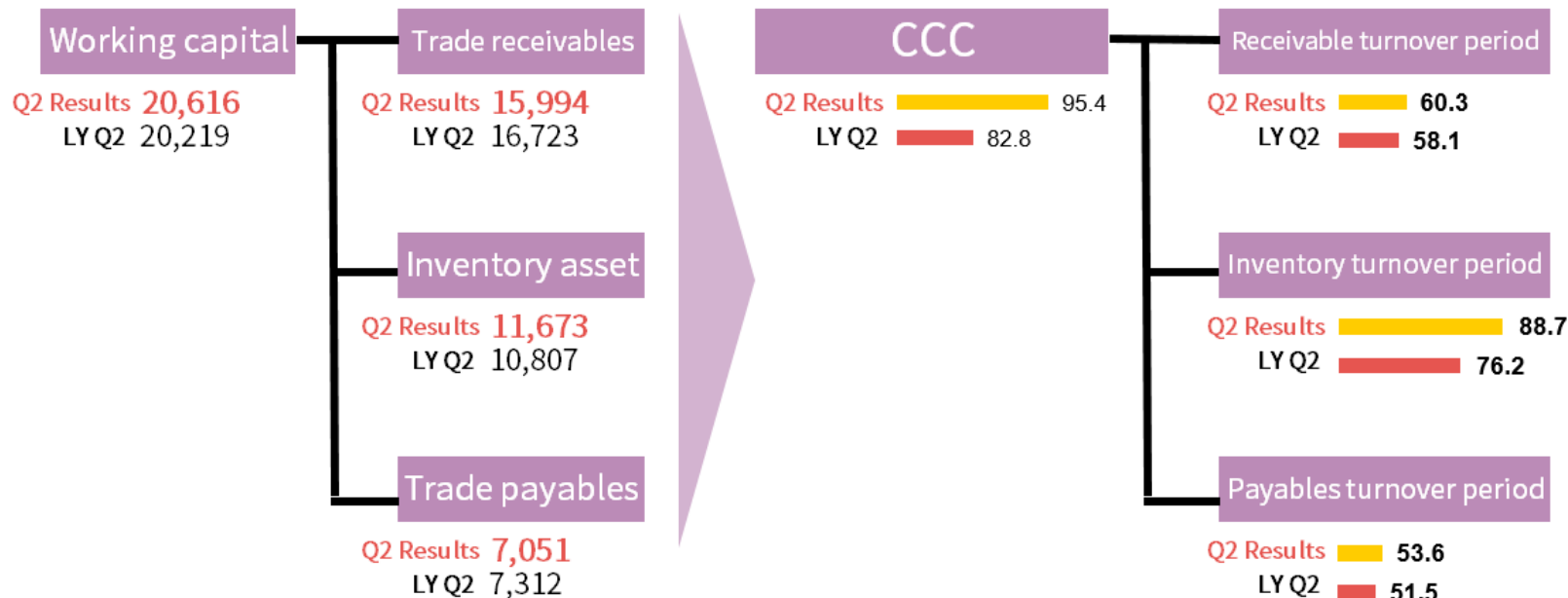
# PVA Tree: Consolidated Results for Q2 / Dec. 2020

## Consolidated

Top: Q2 / Dec. 2020 Results

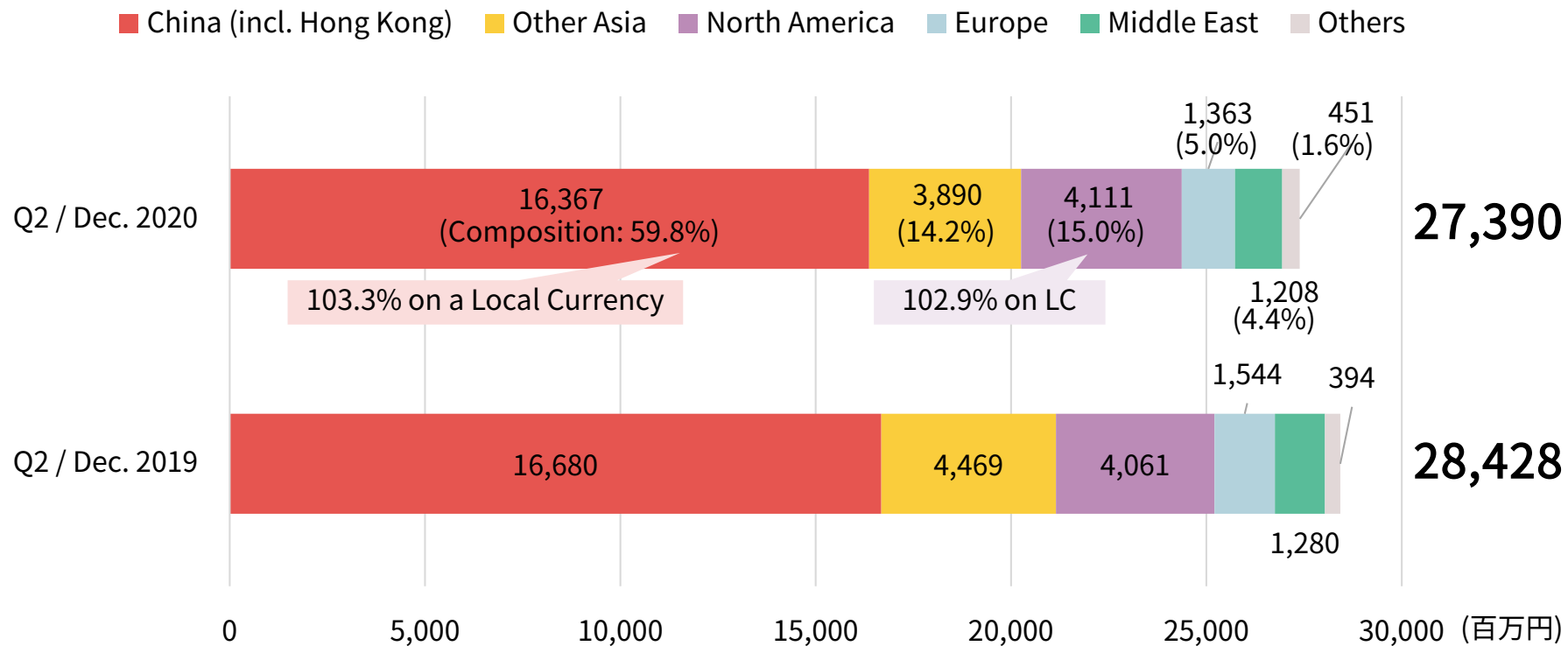
Bottom: Q2 / Dec. 2019 Results

(\millions)



Note: From Jan. 2017, B/S Factors for PVA calculation are averaged between beginning and year-end figures. The figures for Dec. 2019 are those for 11 months for Japan.

# Sales by Regions (Q2 YTD / Dec. 2020)



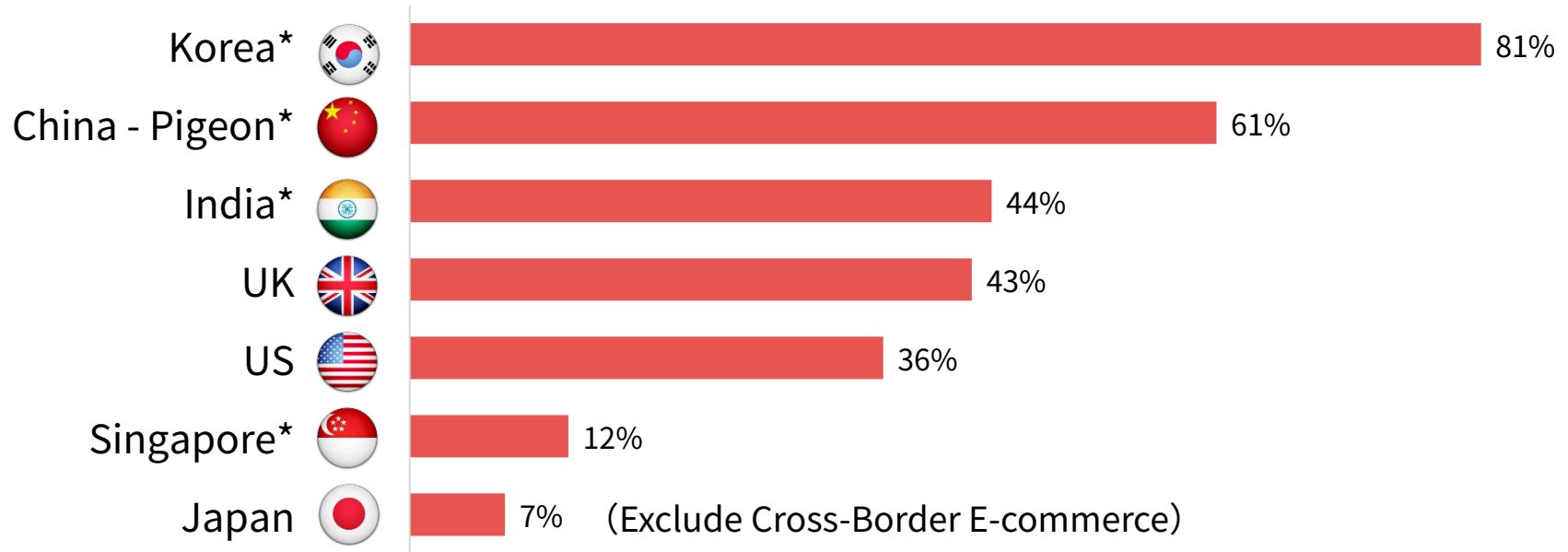
## 【Currency Rates】

Dec. 2020 : US\$1 = JPY 108.26 / CNY1 = JPY 15.39

Dec. 2019 : US\$1 = JPY 110.05 / CNY1 = JPY 16.20

# [Reference] E-Commerce Sales Ratio in Key Markets (Q2 YTD / Dec 2020)

## E-Commerce Sales Ratio of Pigeon and Lansinoh



\*: Sell-Out    Others: Sell-In