Enhancement of business competitive	Target for FY2022 eness and R&D capabilities	FY2020 Initiatives
		Development of dedicated products is in progress
	Create new products and services that solve issues	• Full support for the opening of Japan's second Human Milk Bank [Japan]
	surrounding babies who need special support (such as	 (Opening of the Nihonbashi Human Milk Bank at Pigeon Head Office in September 2020) Published a booklet for the families of late preterm babies (A total of 5,978 copies were distributed to hospitals
	neo nospitalization, and their families	and government agencies.)
	Enhance activities to solve issues surrounding babies and	 Supported 9,465 lactation lounges in 21 countries (As of December 31, 2020) Provided information on breastfeeding and general childcare to pre-mothers and mothers through webinars
	their families	and official SNS
Increase productivity with AI and IoT	Promote the use of IT tools	 78% of inquiries resolved by AI chatbots [China] Realization of partial automation of system infrastructure operation tasks by using RPA tools
Improve productivity by streamlining		Implemented verification of AI inspection equipment
the product development process	Review product development process	Partial delegation of authority in the development process to each business unit "Quality and Safety Initiatives" Web page newly released
	Continue quality improvement activities	Continued to implement quality improvement activities at each plant based on the principles of quality control
.Sustainable reduction of environment	al impact	
Articulate environmental policy and environmental vision	Articulate environmental policy and environmental vision	 Formulated environmental policy Started examining long-term environmental vision
Respond to global warming		Reduced CO2 emission intensity by 3% compared with FY2018
	Reduce CO2 emission intensity by 10% compared with FY2018 * Scope 1 and 2 *Per unit of sales	 Installed new solar panels [Indonesia] Purchased new renewable energy (hydroelectric power) [Japan]
		 Promoted the use of LEDs
	Reduce supply chain emissions	Calculation of supply chain emissions in the Lansinoh Group, setting of reduction targets certified by SBT [Lansinoh]
Develop environment-friendly products and packaging		Number of packages using certified forest paper: 14 SKU [Japan]
	Create new environmentally-friendly products and	Formulated Pigeon's Eco-label and will be displayed on new products from 2021. [Japan]
	packages	Promoted the use of plant-derived materials and certified forest paper
	Reduction of petroleum-based plastics and virgin raw	 Became an ordinary member of RSPO Number of packages using biomass plastics: 10 SKU [Japan]
Reduce plastics	materials	 Number of packages using biomass plastics: 10 SK0 [Japan] Number of packages using recycled plastics: 15 SKU [Japan]
neuuce plastics	Consider plastic recycling system	Implemented nursing bottle recycling campaign (Collected about 9,000 bottles) [Singapore]
Prevent pollution	Reduce industrial waste volume intensity by 1% or more	Reduced industrial waste volume intensity by 45.8% compared with 2019
Share knowledge on reduction of	per year *Per unit of sales Share knowledge on reduction of environmental impact	Sharing knowledge of ESG activities throughout the Group
environmental impact Introduce an environmental		
management system Earmark funds for environmental	Acquire ISO 14001 certification for all production sites	All production sites acquired ISO 14001
costs	Promote environmental protection initiatives at each site	Environmental protection initiatives are in process at each site.
Enhancement of stakeholder respons	veness	
Promote CSR procurement	Formulate CSR Procurement Policy	 Formulated CSR Procurement Policy Preparing for Supplier Engagement [Japan]
Respond in a responsible manner to	Enhance VOC (Voice of Customer) activities	Disclosure of the status of activities based on consumer-focused voluntary declaration [Japan]
consumers Engage in social contribution activities		Support for premature babies
		• Supported 9,465 breastfeeding/pumping rooms in 21 countries (As of December 31, 2020)
	Promote social contribution activities	Held tree planting campaign
		Support for safety education in schools
		 Cleanup activities around the office Donations to maternity hospital to support group
Engage in dialogue with shareholders	More than 300 IR meetings per year	
and investors in a responsible manner		424 IR meetings (Total for FY2020)
Improvement in quality of human res	ources	
Articulate HR development policy	Formulate HR Development Policy	Established education program tied to career path and each grade [Pigeon]
Promote HR development and hiring	Formulate HR Development Policy Create global human resource development program	 Established education program tied to career path and each grade [Pigeon] Creating global human resource development program (in progress) [Pigeon]
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