

Message from the Management



Becoming an advanced

We will realize “healthy minds and of the everyday rituals to become To this end, we will create in the areas of health, comfort and the creation of a future

Representative Director
Chairman of the Board
Chief Executive Officer
Itsuo Hama

daily healthcare company

bodies for all” through the “ReDesign” more natural, easy and enjoyable. “customer experience-based value” cleanliness, and contribute to well-being society.

Representative Director
President & Chief Operating Officer
Masazumi Kikukawa

Aim of the Management Vision: “Becoming an advanced daily healthcare company”

Since its foundation in 1891, Lion has continued to respond through its business activities to social issues as they change with the times for over the long period of 128 years.

In recent years, the environment our company is facing has been changing rapidly caused by the progressive aging of society, increasing awareness of health, expanding of products and services that utilize digital technology, and so on.

Under these circumstances, Management Vision for 2030: “Becoming an advanced daily healthcare company” was declared last year.

Not only from Japan but also from societies and customers in Asian countries and regions, we aim to further evolve.

In accordance with the Management Vision, the Lion Group will realize “healthy minds and bodies for all” through the “ReDesign” of everyday rituals to become more natural, easy and enjoyable and will contribute to the creation of a future well-being society through our products and services. We believe that this is Lion’s corporate DNA, and this will lead us to the realization of

Lion-style Sustainable Development Goals (SDGs).

Also, in order to ensure the implementation, we initiated the LIVE Plan (LION Value Evolution Plan), which will run for three years starting in 2018. In addition to accelerating business growth through this implementation, we believe it is important to create a new growth engine for 2030 and promote sustainable management.

For this reason, from January 2019, the top management has been made up of a dual system occupied by the Chairman (CEO) and the President (COO).

The duties of the Chairman include supervising the management of the entire group as a Chief Executive Officer and generate a new growth engine that will lead to sustainable value creation of society and business from a medium- to long-term perspective. The duties of the President include being in charge of overall business execution, accelerate the growth of existing businesses and sustainability measures, and evolve to a higher level. By thoroughly enforcing this “dual management”, we will continue to respond to society’s expectations while taking steps to further enhance our corporate value.

“ReDesign of Lifestyle Habits” for a Well-Being future

The “an advanced daily healthcare” shown in the Management Vision “Becoming an advanced daily healthcare company.” expresses the direction of value provision, contributing to “realization of healthy minds and bodies.”

We believe that the Lion Group’s mission is to continue contributing to a sustainable society, where people around the world can spend their daily lives brightly and comfortably through our products and services.

To realize this mission, the Lion Group will work on “Lifestyle habits of people’s livelihoods” in coordination with our business. Daily lifestyle habits such as tooth brushing, hand-washing, laundry, are key element of physical health maintenance, as well as a spiritual fulfillment that gives life a rhythm to make it cheerful and enjoyable, and key element that leads to sustainable global environmental conservation. By acting through our products and services to make these lifestyle habits easier, more enjoyable and more positive, we hope to raise people’s experience to a higher level. We call this

the “ReDesign of lifestyle habits.”

We will pursue the “ReDesign of lifestyle habits” in order to realize “healthy minds and bodies for all” with new and dissimilar associations of various technologies, services and stakeholders. By expanding not only in Japan but also global, we will contribute to the “Ensuring people’s everyday wellbeing” and the “Realization of a sustainable society”.



The LIVE Plan Measures

Lion is promoting the “LIVE Plan” Medium-term Management Plan (2018 to 2020) in conjunction with “Sustainability Material Issues and Objectives”.

In 2018, the first year of the plan, we proceed with variety of initiatives to respond to society’s expectations.

● Review of the LIVE Plan

In the oral care business, which is our most important field, we have been taking measures to build healthy lifestyle habits by promoting the practice of “Preventive Dentistry*”.

We have promoted oral health activities by life stage and initiatives with the government through the Lion Foundation for Dental Health (LDH). We also challenged to provide products and services, such as “bad breath care support application” and “Saliva Multi Test (SMT)” with the latest technology. Globally, we promoted the establishment of “Preventive Dentistry” by unifying the provision of products and services that suit the circumstances of each country and the dissemination activities.

In the environmental field, with the aim of realizing a “Decarbonized Society” and “Resource-Circulating Society”, we made efforts to formulate a New Environmental Objective “LION Eco Challenge 2050” and announced it here.

We will work on high goals with an eye toward the future of building a sustainable planet.

We also worked on “ReDesign” the workstyle of employees who are supporting our management. In order to create the dynamism to foster innovative change, it is important for each employee to be highly motivated and to create new value by themselves. Instead of simply



reforming the workstyle, we have promoted activities that lead to a decent work from various perspectives including human resource development and diversity, such as holding “ReDesign FORUM”. We are going to continue these efforts and will channel them into definite results.

* Preventive Dentistry: The idea that we should focus not on treatment after getting a cavity and periodontal disease, but on prevention before it happens.

● Achieving the LIVE Plan

The keyword for 2019 is further “speeding up” of management. To realize this aim, we will implement innovative changes domestic and overseas with three perspectives such as “sensitivity, judgment, and business development”. Midst of changes in the social environment, we will aim for sensitivity to quickly detect risks and opportunities, and speeding up corresponding decision making and business promotion at each higher level.

To achieve continuous business growth, we will accelerate profitable growth, while working on to resolve social issues with speed. Through these initiatives we will seek to achieve the LIVE plan and aim to realize our management vision.



Measures for Sustainable Management

In 2009, the Lion Group announced its support for the UN Global Compact, which is a global framework to realize sustainable growth. We understand the social requirements stated in the international standard “ISO 26000” for social responsibility and the issues in society as a whole, such as SDGs.

In line with management issues, we identify important sustainability issues, and set medium-term goals for the entire Lion Group, including overseas groups, and work on initiatives.

In addition to ESG (Environment, Social, and Governance) activities aimed at a stronger management foundation, we are also actively engaged in CSV (Creating Shared Value), which aims to create shared value for society and business, and lead to opportunity creation. These efforts have been evaluated and selected for various ESG indices in Japan and overseas.

From January 2019, the former “CSV Management Meetings” and the “Environmental Conservation Committee” have been integrated in the newly established “Sustainability Promotion Meeting”.

Members in this meeting includes all of the Executive Directors, including the President, and the relevant divisions. We have consolidated a system to conduct speedy deliberations and promotion in a higher layer than before.

At the “Sustainability Promotion Meeting,” we will manage the progress of our goals for sustainability material issues. In addition, we will formulate and promote the medium- and long-term CSV promotion strategy that leads to the creation of both social and business value, and the environmental strategy that is the foundation, monitor the implementation status, and promote long-term management.

We will continue to strengthen our ESG activities to achieve SDGs and contribute to a sustainable society, while promoting the creation of shared value with society through our business globally. We will strive to further improve our corporate value to become a reliable company that can meet the expectations of society.

