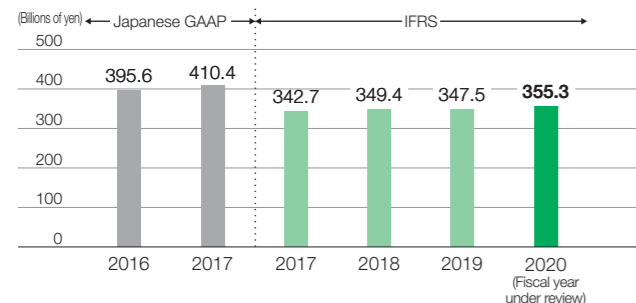


Financial and Non-Financial Highlights

Financial Highlights

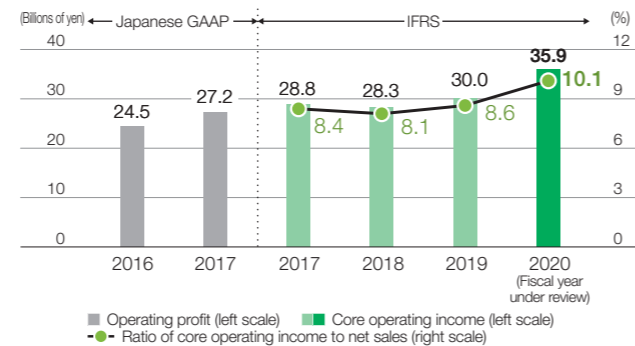
Net Sales

¥355.3 billion Up 2.3% year on year



Operating Profit/Core Operating Income/ Ratio of Core Operating Income to Net Sales

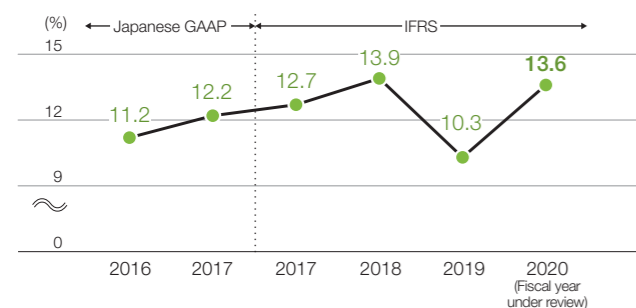
¥35.9 billion Up 19.6% year on year



* Core operating income is an earning indicator the Company uses to measure regular business performance and is calculated by subtracting selling, general and administrative expenses from gross profit.

Ratio of Equity Attributable to Owners of the Parent to Profit for the Period (ROE)

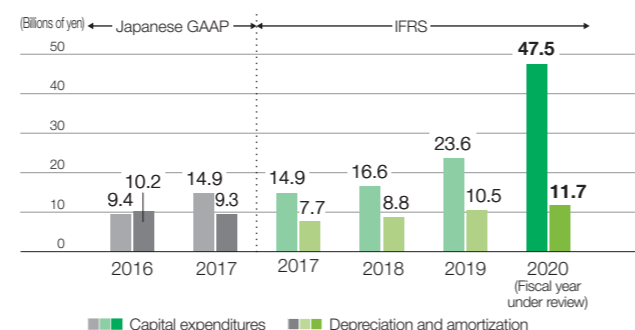
13.6% Up 3.3 percentage points year on year



* Calculated as the ratio of shareholders' equity to profit attributable to owners of parent under Japanese GAAP.

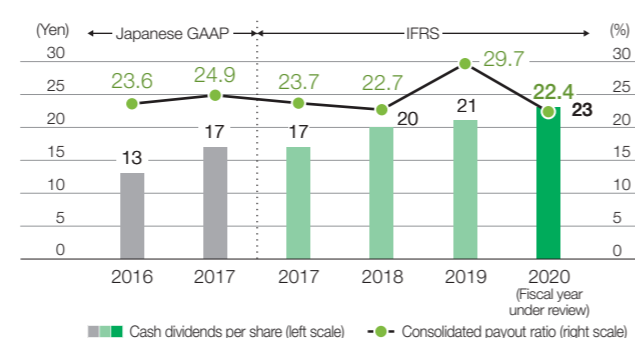
Capital Expenditures/Depreciation and Amortization

Capital expenditures: **¥47.5 billion** Up 101.2% year on year
 Depreciation and amortization: **¥11.7 billion** Up 11.7% year on year



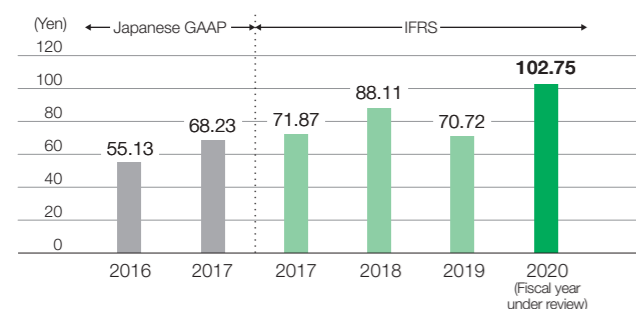
Cash Dividends Paid per Share/ Consolidated Payout Ratio

¥23 Fifth consecutive fiscal year of dividend growth.



Basic Earnings per Share (EPS)

¥102.75 Up 45.3% year on year



* Earnings per Share under Japanese GAAP.

Non-Financial Highlights

Environment

Reduction of Greenhouse Gas Emissions from Business Activities*

-53% in 2020

* Compared to 1990 levels; absolute quantity; business locations in Japan



Lion implemented energy-saving activities throughout the entire Company, including production, administration, sales and R&D divisions, in order to realize a low carbon society, as set forth in Eco Vision 2020.

Environment

Reduction of Water Use in Business Activities*

-55% in 2020

* Compared to 2000 levels; absolute quantity; business locations in Japan



In addition to the full-scale operation of facilities to recycle wastewater at the Chiba Plant, where the volume of water used is the largest of any of the Company's domestic production facilities, Lion implemented water-saving activities at each of its operating sites in order to realize a society with a sound material cycle, as set forth in Eco Vision 2020.

Human Resources

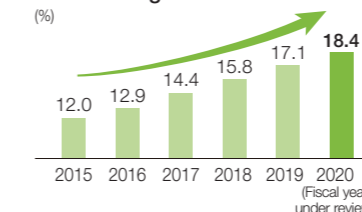
Proportion of Female Employees at the Management Level

18.4%



With the aim of expanding creative business activities by utilizing diverse human resources, Lion is actively working to create a corporate culture where women can participate fully and advance professionally.

Proportion of Female Employees at the Management Level



Human Resources

Employee Pride in the Lion Group*

97.0%

* Based on the 2020 Employee Awareness and Behavior Survey



While regularly measuring changes in internal awareness and behavior, Lion is working to identify areas for improvement going forward and to use them to foster awareness and action.

Health

Participants in the Oral Health Event of Tooth Brushing for Children Oral Healthcare Educational Activity*

Approx. **1.96 million**

* Cumulative, from 1932 to 2020



With the aim of creating healthy living habits, Lion has held this event to teach elementary school students correct tooth brushing habits 77 times

Health

Participants in Activities to Promote Correct Hand Washing Habits*

Approx. **35,500**

* Cumulative, from 2012 to 2020



To help consumers achieve cleanliness and comfort in everyday living, Lion carries out activities to promote correct hand washing habits with the *KireiKirei* brand.

* Effective from the fiscal year ended December 31, 2018, the Lion Group has voluntarily adopted International Financial Reporting Standards (IFRS).

Management's Discussion and Analysis of Fiscal 2020 Results

Market Environment

In fiscal 2020 (January 1, 2020–December 31, 2020), conditions in the Japanese economy remained harsh due to the negative effects of the novel coronavirus (COVID-19) pandemic, including a substantial decline in corporate profits and deterioration in employment conditions.

Consolidated Results

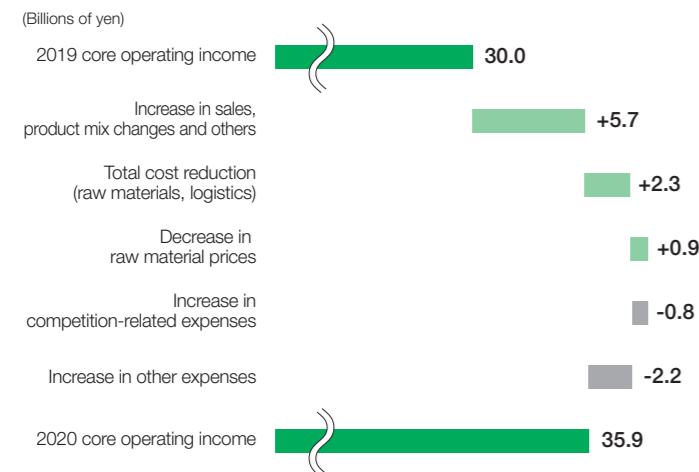
Lion advanced measures based on the basic strategies of its medium-term management plan, the LION Value Evolution Plan (LIVE Plan). These basic strategies are "Expand and Evolve Our Business Domains through New Value Creation," "Accelerate Growth in Overseas Businesses through Glocalization," "Reinforce Our Management Base through Business Structure Reform" and "Create Dynamism to Foster Innovative Change." At the same time, the spread of COVID-19 impacted Lion's domestic and overseas businesses. To meet its social responsibility, the Lion Group strived to maintain its product supply while making every effort to prevent the spread of the virus and ensure the safety of its employees.

In its domestic operations, Lion introduced new, high-value-added products in its mainstay brands and worked to cultivate markets for these products through efficient marketing initiatives.

In its overseas operations, in addition to efforts to increase profitability in the home care field, which includes such products as laundry detergents, the Group sought to expand its business in the personal care field, which includes oral care and beauty care products.

Reflecting these efforts, consolidated results for fiscal 2020 are as follows. Net sales amounted to ¥355,352 million, a year-on-

Changes in Core Operating Income



In domestic consumer products, the Lion Group's main business, demand associated with inbound tourism decreased due to a decline in the number of overseas visitors to Japan. However, the overall market expanded due mainly to growing demand for hygiene-related products.

year increase of 2.3% (or 3.2% at constant currency excluding exchange rate fluctuations). Core operating income* came to ¥35,937 million, up 19.6% compared with the previous fiscal year, and operating profit to ¥44,074 million, up 47.7% year on year. Profit for the period attributable to owners of the parent totaled ¥29,870 million, up 45.3% compared with the previous fiscal year.

* Core operating income is an earnings indicator the Company uses to measure regular business performance and is calculated by subtracting selling, general and administrative expenses from gross profit.

Consolidated Results

(Millions of yen)

	2020	2019
Net sales	355,352	347,519
Core operating income	35,937	30,048
Ratio of core operating income to net sales	10.1%	8.6%
Operating profit	44,074	29,832
Ratio of operating profit to net sales	12.4%	8.6%
ROE	13.6%	10.3%

Selling, General and Administrative Expenses

	2020		2019	
	Amount (Millions of yen)	% of net sales	Amount (Millions of yen)	% of net sales
Selling, general and administrative expenses	143,934	40.5	141,882	40.8
Sales commissions	9,426	2.7	9,166	2.6
Promotion expenses	26,909	7.6	26,219	7.5
Advertising expenses	24,943	7.0	25,119	7.2
Transportation and warehousing expenses	18,851	5.3	19,785	5.7
Salaries and allowances	15,739	4.4	15,586	4.5
R&D expenses	10,906	3.1	10,944	3.1
Other expenses	37,156	10.5	35,059	10.1

Conditions by Reportable Segment

The Lion Group's segments are based on its business divisions and subsidiaries grouped by products, services and region. Its three reportable segments are the Consumer Products Business, Industrial Products Business and Overseas Business.

Consumer Products Business

The Consumer Products Business segment comprises the Oral Care Products, Beauty Care Products, Fabric Care Products, Living Care Products, Pharmaceutical Products and Other Products businesses. Segment net sales increased 4.8% compared with the previous fiscal year. Segment profit increased 25.5%.

Net Sales and Segment Profit

(Millions of yen)

	2020	% of net sales	2019	% of net sales	Increase/decrease	Change (%)
Net sales	245,493		234,357		11,135	4.8%
Segment profit	24,647	10.0%	19,634	8.4%	5,012	25.5%

* Net sales include internal net sales within and among segments, which amounted to ¥15,746 million in 2020 and ¥14,977 million in 2019.

Net Sales by Product Category

(Millions of yen)

	2020	2019	Increase/decrease	Change (%)
Oral Care Products	66,407	64,555	1,852	2.9%
Beauty Care Products	31,489	22,350	9,139	40.9%
Fabric Care Products	59,119	60,780	(1,661)	(2.7%)
Living Care Products	24,063	19,766	4,297	21.7%
Pharmaceutical Products	23,897	26,222	(2,325)	(8.9%)
Other Products	40,515	40,682	(166)	(0.4%)

In Oral Care Products, *SYSTEMA Haguki (the Gums) Plus Premium Toothpaste* received favorable consumer reviews, and sales of the *SYSTEMA EX Toothpaste* series, including the newly released *SYSTEMA EX W Toothpaste*, were strong. *NONIO Toothbrush* received favorable customer reviews, but sales of the *Between* toothbrush fell year on year. Sales of *NONIO Mouthwash* were favorable.

In Beauty Care Products, sales of *KireiKirei Medicated Foaming Hand Soap* increased substantially year on year, and sales of *hadakara Body Soap* were firm. Looking at antiperspirants and deodorants, new *Ban Sweat-Blocking Platinum Roll-On* received favorable consumer reviews, but sales of *Ban Sweat-Blocking Foot Gel* fell year on year.

In Fabric Care Products, looking at fabric softeners, sales of *SOFLAN Premium Deodorizer* stagnated, while those of *SOFLAN Aroma Rich* fell year on year due to intensifying competition. In laundry detergents, *TOP SUPER NANOX For Odors* received favorable consumer reviews, but sales of *TOP Clear Liquid* fell year on year.

In Living Care Products, looking at dishwashing detergents, sales of *CHARMY Magica* and *CHARMY Crysta* for dishwashers were strong. In household cleaners, sales of *LOOK Plus Bath Cleansing* and *LOOK Plus Bath Antimold Fogger* were favorable, and overall sales increased significantly year on year.

In Pharmaceutical Products, sales of antipyretic analgesic *BUFFERIN PREMIUM* were firm, and sales of *Smile 40 Premium DX* and *Smile 40 Mediclear DX* eye drops were strong. In dermatologic agents, Lion released the new *Method* series. Sales of acne medicines and cooling sheets for feet decreased year on year, reflecting decreased demand associated with inbound tourism.

In Other Products, looking at pet supplies, sales of *Nioi wo Toru Suna (Deodorizing Cat Litter)* were steady, and those of oral care products were favorable. In direct-to-consumer sales products, sales of *Nice rim essence Lactoferrin* decreased from the previous fiscal year.

Management's Discussion and Analysis of Fiscal 2020 Results

Industrial Products Business

The Industrial Products Business segment includes the Automotive, Electrical and Electronics, and Detergents for Institutional Use Products fields. These businesses handle products that include anti-sticking agents for tires, electroconductive carbon for secondary batteries, and detergents for institutional and kitchen use, respectively. Segment net sales decreased 0.2% compared with the previous fiscal year. Segment profit increased 23.7%.

Net Sales and Segment Income

	2020	% of net sales	2019	% of net sales	Increase/decrease	Change
Net sales	55,069		55,164		(94)	(0.2%)
Segment profit	2,171	3.9%	1,755	3.2%	416	23.7%

* Net sales include internal net sales within and among segments, which amounted to ¥23,505 million in 2020 and ¥22,210 million in 2019.

In the Automotive field, sales of anti-sticking agents for tires and carbon for auto parts decreased year on year, and overall sales decreased year on year.

In the Electrical and Electronics field, demand for performance materials and electroconductive resins decreased, and overall sales were down on year.

In the Detergents for Institutional Use Products field, sales of dishwashing detergents for dishwashers and others were down year on year, but sales of alcohol sanitizers for kitchens and hand soaps increased substantially year on year, and overall sales rose year on year.

Overseas Business

The Overseas Business segment comprises business operations located in Southeast Asia, including Thailand and Malaysia, and Northeast Asia, including South Korea and China. Segment net sales increased 0.5% year on year (or 4.0% at constant currency excluding exchange rate fluctuations). Segment profit decreased 5.4% year on year.

Financial Status

Consolidated Financial Status

	2020	2019	Increase/decrease
Total assets (millions of yen)	435,501	380,701	54,799
Total equity (millions of yen)	244,856	221,201	23,654
Ratio of equity attributable to owners of the parent to total assets*1	53.2	54.7	(1.5)
Equity attributable to owners of the parent per share**2 (yen)	797.08	716.94	80.14

*1. Ratio of equity attributable to owners of the parent to total assets = (Total equity - Non-controlling interests)/Total assets

*2. Non-controlling interests are excluded from calculation of equity attributable to owners of the parent per share.

Net Sales and Segment Income

	2020	% of net sales	2019	% of net sales	Increase/decrease	Change
Net sales	101,651		101,095		555	0.5%
Segment profit	7,144	7.0%	7,552	7.5%	(407)	(5.4%)

* Net sales include internal net sales within and among segments, which amounted to ¥10,440 million in 2020 and ¥9,354 million in 2019.

In Southeast Asia, overall sales were down 4.4% year on year. In Thailand, sales of hand soaps were strong, but sales of laundry detergents decreased year on year. Overall sales after yen conversions were down year on year. In Malaysia, sales of laundry detergents were up year on year, but overall sales after yen conversions were down year on year due to exchange rate fluctuations.

In Northeast Asia, overall sales were up 11.5% year on year. In South Korea, sales of hand soaps increased substantially year on year. Overall sales after yen conversions were up year on year. In China, sales of SYSTEMA toothbrushes were favorable, and sales of hand soaps and products imported from Japan increased substantially. Overall sales after yen conversions were up substantially year on year.

Other

Net Sales and Segment Income

	2020	% of net sales	2019	% of net sales	Increase/decrease	Change
Net sales	34,820		35,337		(516)	(1.5%)
Segment profit	2,315	6.6%	1,521	4.3%	793	52.2%

* Net sales include internal net sales within and among segments, which amounted to ¥31,992 million in 2020 and ¥31,909 million in 2019.

Total assets rose ¥54,799 million compared with the previous fiscal year-end to ¥435,501 million. This was primarily attributable to an increase in property, plant and equipment.

Total equity increased ¥23,654 million, to ¥244,856 million. The ratio of equity attributable to owners of the parent to total assets stood at 53.2%.

Consolidated Cash Flows

	2020	2019	Increase/decrease
Cash flows from operating activities	40,729	36,762	3,967
Cash flows from investing activities	(19,868)	(20,754)	886
Cash flows from financing activities	(9,140)	(10,561)	1,420
Effect of exchange rate changes on cash and cash equivalents	(593)	(12)	(580)
Net increase (decrease) in cash and cash equivalents	11,127	5,433	5,693
Cash and cash equivalents at end of period	121,534	110,406	11,127

Outlook for 2021

Outlook for 2021

	Fiscal 2021 forecast	2020	Increase/decrease	Change
Net sales	365,000	355,352	9,647	2.7%
Core operating income*	30,000	35,937	(5,937)	(16.5%)
Operating profit	30,000	44,074	(14,074)	(31.9%)
Profit for the period attributable to owners of the parent	21,000	29,870	(8,870)	(29.7%)
Basic EPS (yen)	72.24	102.75	(30.51)	(29.7%)

* Core operating income is an earnings indicator the Company uses to measure regular business performance and is calculated by subtracting selling, general and administrative expenses from gross profit.

During fiscal 2021, the Japanese economy is expected to see an upturn due measures to prevent the spread of COVID-19 and government-led stimulus policies. However, the outlook going forward is likely to remain harsh, with no end to the pandemic in sight.

In domestic consumer products, the Lion Group's main business, although strong demand for hygiene-related products is expected to continue, the overall market outlook remains unclear.

Amid these circumstances, the Lion Group will push ahead with the implementation of Vision2030, a newly established long-term strategic framework, under which the Group will synergistically address its sustainability material issues and advance growth strategies. By doing so, Lion will accelerate its efforts to transform itself into a company that can continuously contribute to solving social issues through its businesses.

In the Consumer Products Business segment, the Lion Group will introduce and cultivate new, high-value-added products in its mainstay businesses, working to improve its market position and strengthen profitability. At the same time, the Group will focus on initiatives that contribute to establishing cleanliness and hygiene habits. The Group will also work to expand production capacity, especially in the oral care field.

Net cash provided by operating activities totaled ¥40,729 million, due mainly to profit before tax.

Net cash used in investing activities totaled ¥19,868 million, due in part to the purchase of property, plant and equipment.

Net cash used in financing activities totaled ¥9,140 million. Major components of this outflow included cash dividends paid.

As a result of the above, cash and cash equivalents as of December 31, 2020 increased ¥11,127 million from December 31, 2019, to ¥121,534 million.

In the Industrial Products Business segment, the Lion Group will steadily promote its priority measures in such key areas as the Automotive and Electrical and Electronics fields to reinforce its business foundation. Furthermore, Lion will step up marketing efforts to reach out to key customer groups in the Detergents for Institutional Use Products field while striving to expand sales of hygiene-related products.

With regard to the Overseas Business segment, the Lion Group will work to increase profitability in the home care field. The Group will also implement marketing activities focused mainly on its business in the personal care field, which includes oral care and beauty care products, with particular emphasis on the Chinese market, which continues to grow. By doing so, the Group aims to achieve business growth.

As a result of the above, consolidated results forecasts for fiscal 2021 are as follows: net sales of ¥365,000 million (up 2.7% year on year), core operating income of ¥30,000 million (down 16.5% year on year), operating profit of ¥30,000 million (down 31.9% year on year) and profit for the period attributable to owners of the parent of ¥21,000 million (down 29.7% year on year).

Assumptions Underlying the Forecast of Consolidated Financial Results for Fiscal 2021

Lion utilized the following foreign exchange rates in the calculation of the aforementioned forecasts.

¥104 = US\$1.00

¥3.4 = 1.00 baht

Forecast of 2021 Consolidated Cash Flows

In cash flows from operating activities, Lion projects profit before tax of approximately ¥31,500 million. Depreciation and amortization is estimated to total about ¥13,500 million.

In cash flows from investing activities, Lion plans to undertake capital expenditures of around ¥35,500 million.

The cash flows from financing activities are expected to yield an outflow of about ¥10,000 million mainly due to cash dividends paid.

Based on these projections, Lion estimates that cash and cash equivalents at the end of fiscal 2021 will be down approximately ¥500 million year on year.

Ten-Year Financial Summary

V-1 Plan
2012–2014

V-2 Plan
2015–2017

LIVE Plan
2018–2020

Japanese GAAP

	2011	2012	2013	2014	2015	2016	2017
(Millions of yen)							
Consolidated Statements of Income data							
Net sales	327,500	335,171	352,005	367,396	378,659	395,606	410,484
Cost of sales	139,646	145,385	153,336	160,677	162,435	161,992	171,209
Gross profit	187,854	189,785	198,668	206,718	216,223	233,613	239,275
Selling, general and administrative expenses	176,684	182,572	187,849	194,312	199,848	209,110	212,068
Operating income	11,169	7,213	10,819	12,406	16,374	24,502	27,206
Income before income taxes	7,780	8,594	10,925	13,085	19,387	24,035	30,560
Profit attributable to owners of parent	4,077	4,235	6,097	7,368	10,680	15,951	19,827
Consolidated Balance Sheets data							
Total assets	249,272	257,595	282,098	283,352	282,434	298,510	331,751
Property, plant and equipment, net	58,503	61,955	68,989	79,275	75,060	74,402	80,981
Total noncurrent liabilities	49,417	47,288	26,208	40,380	18,455	17,190	17,511
Total liabilities	144,020	143,431	157,865	155,918	139,703	140,630	144,736
Total net assets	105,252	114,163	124,232	127,434	142,730	157,879	187,015
Other selected data							
Capital expenditures*	8,368	10,820	13,709	13,555	8,801	9,407	14,892
R&D expenses	8,913	8,989	9,618	9,439	9,808	10,084	10,474
Depreciation and amortization*	12,009	11,834	11,227	10,301	11,166	10,244	9,386
Number of employees	5,973	6,006	6,162	6,343	6,816	6,895	7,075
Common share data (yen)							
Earnings per share – basic	15.18	15.77	22.72	27.47	39.35	55.13	68.23
Earnings per share – diluted	15.16	15.75	22.68	26.16	36.84	55.04	68.15
Dividends per share	11.00	10.00	10.00	10.00	10.00	13.00	17.00
Net assets per share	380.11	407.08	441.59	449.94	469.05	513.76	607.61
Common stock (number of shares outstanding)	299,115,346	299,115,346	299,115,346	299,115,346	299,115,346	299,115,346	299,115,346
Ratios (%)							
Gross profit to net sales	57.4%	56.6%	56.4%	56.3%	57.1%	59.1%	58.3%
Selling, general and administrative expenses to net sales	53.9	54.5	53.4	52.9	52.8	52.9	51.7
Operating income to net sales	3.4	2.2	3.1	3.4	4.3	6.2	6.6
Income before income taxes to net sales	2.4	2.6	3.1	3.6	5.1	6.1	7.4
Profit attributable to owners of parent to net sales	1.2	1.3	1.7	2.0	2.8	4.0	4.8
Return on equity (ROE)	4.0	4.0	5.4	6.2	8.5	11.2	12.2

* Includes the effects of intangible assets.

IFRS

	2017	2018	2019	2020
(Millions of yen)				
Consolidated Statement of Income data				
Net sales	342,703	349,403	347,519	355,352
Cost of sales	171,713	177,673	175,588	175,479
Gross profit	170,990	171,729	171,931	179,872
Selling, general and administrative expenses	142,182	143,353	141,882	143,934
Core operating income	28,807	28,375	30,048	35,937
Operating profit	30,479	34,196	29,832	44,074
Profit before tax	31,998	35,658	31,402	44,494
Profit for the period attributable to owners of the parent	20,883	25,606	20,559	29,870
Consolidated Statement of Financial Position data				
Total assets	338,855	355,365	380,701	435,501
Property, plant and equipment	79,539	81,546	90,903	118,379
Total non-current liabilities	20,662	21,350	23,781	24,016
Total liabilities	150,062	151,093	159,499	190,644
Total equity	188,793	204,271	221,201	244,856
Other selected data				
Capital expenditures*	14,892	16,678	23,644	47,570
R&D expenses	10,474	10,969	10,944	10,906
Depreciation and amortization*	7,775	8,707	10,504	11,732
Number of employees	7,075	6,941	7,151	7,452
Common share data (yen)				
Basic earnings per share	71.87	88.11	70.72	102.75
Diluted earnings per share	71.77	87.99	70.63	102.61
Cash dividends paid per share	17.00	20.00	21.00	23.00
Equity attributable to owners of the parent to total assets per share	614.08	657.50	716.94	797.08
Number of outstanding shares (common stock)	299,115,346	299,115,346	299,115,346	299,115,346
Ratios (%)				
Gross profit to net sales	49.9%	49.1%	49.5%	50.6%
Selling, general and administrative expenses to net sales	41.5	41.0	40.8	40.5
Operating profit to net sales	8.9	9.8	8.6	12.4
Profit before tax to net sales	9.3	10.2	9.0	12.5
Profit for the period attributable to owners of the parent to net sales	6.1	7.3	5.9	8.4
Equity attributable to owners of the parent to profit for the period (ROE)	12.7	13.9	10.3	13.6

Major Non-Financial Data

Environment

Lion established the Eco Vision 2020 environmental targets in 2013. In line with these targets, we have striven to realize a sustainable planet while working to achieve our 2020 targets related to realizing a low-carbon society, realizing a sound material cycle society, harmonizing with nature and environmental education. In 2020, the final year of Phase 3 (2018–2020) of Eco Vision 2020, our employees worked as one to achieve the Lion Group's environmental targets.

Eco Vision 2020 Achievements and Targets

Categories			Achievements in 2019	Achievements in 2020	Targets for 2020
Realizing a Low Carbon Society	Greenhouse gases (domestic)	Within the Company	Emission intensity per unit of net sales 40% reduction (compared to 2010) 53% reduction (compared to 1990) Absolute quantity 52% reduction (compared to 1990)	Emission intensity per unit of net sales 44% reduction (compared to 2010) 56% reduction (compared to 1990) Absolute quantity 53% reduction (compared to 1990)	Emission intensity per unit of net sales 34% reduction (compared to 2010) 49% reduction (compared to 1990) Absolute quantity 40% reduction (compared to 1990)
		Outside the Company	Emission intensity per unit of net sales 9% reduction (compared to 2010) 53% reduction (compared to 1990) Absolute quantity 50% reduction (compared to 1990)	Emission intensity per unit of net sales 12% reduction (compared to 2010) 55% reduction (compared to 1990) Absolute quantity 50% reduction (compared to 1990)	Emission intensity per unit of net sales 9% reduction (compared to 2010) 53% reduction (compared to 1990) Absolute quantity 41% reduction (compared to 1990)
	Greenhouse gases (overseas)	Within the Company	Reduction of greenhouse gases from business activities overseas*1 Emission intensity per unit production 1% reduction (compared to 2017)	Emission intensity per unit production 3% reduction (compared to 2017)	Emission intensity per unit production 1% reduction year on year
		Outside the Company	Reduction of greenhouse gases from during and after product use overseas Reduction of 45 thousand tons annually	Reduction of 33 thousand tons annually	Reduction of 100 thousand tons annually
Realizing a Sound Material-Cycle Society	Water	Within the Company	Water use per unit of net sales 41% reduction (compared to 2010) 54% reduction (compared to 2000) Absolute quantity 53% reduction (compared to 2000)	Water use per unit of net sales 46% reduction (compared to 2010) 58% reduction (compared to 2000) Absolute quantity 55% reduction (compared to 2000)	Water use per unit of net sales 15% reduction (compared to 2010) 35% reduction (compared to 2000) Absolute quantity 23% reduction (compared to 2000)
		Outside the Company	Reduction of water use at households using our products Water use per unit of net sales 29% reduction (compared to 2010) 53% reduction (compared to 2000) Absolute quantity 51% reduction (compared to 2000)	Water use per unit of net sales 31% reduction (compared to 2010) 55% reduction (compared to 2000) Absolute quantity 51% reduction (compared to 2000)	Water use per unit of net sales 17% reduction (compared to 2010) 45% reduction (compared to 2000) Absolute quantity 33% reduction (compared to 2000)
	Waste	Zero emissions within the Company*2 Achievement of zero emissions at all domestic production sites*4	Achievement of zero emissions at all domestic production sites*4	Zero emissions at all domestic production sites*4	
	Wastewater	Recycling of factory wastewater discharge*3 Operation of facilities to recycle wastewater at Chiba Plant	Operation of facilities to recycle wastewater at Chiba Plant	Recycle industrial wastewater at multiple plants	
Harmonizing with Nature	Procurement	Biodiversity-friendly procurement of plant-derived oils Continued purchasing RSPO*5-certified palm oil derivatives	RSPO*5-certified palm oil derivative usage: 93% (as of December 31, 2020, based on key raw materials)	All palm oil derivatives purchased to be RSPO-certified	
	Biodiversity	Enhancement of biodiversity conservation activities Carried out at all Lion plants, with implementation expanding at offices of Lion and its affiliates	Carried out at all domestic sites	Carry out at all domestic sites	
Education	Awareness and education in society	Enhancement of environmental awareness and education for consumers 0.9 times increase in consumer participants in our awareness activities (compared to 2010)	None (All activities cancelled due to the COVID-19 pandemic)	Double the number of consumer participants in our awareness activities (compared to 2010)	

*1. Covers Lion and consolidated subsidiaries as of December 31, 2020

*2. The waste recycling ratio is 99% or more, excluding recycling residues

*3. Wastewater from production processes

*4. Chiba Plant, Odawara Plant, Osaka Plant, Akashi Plant, Hirai Office Site, Sapporo Office, Sendai Office, Headquarters/Tokyo Office, Nagoya Office, Osaka Office, Fukuoka Office, Lion Chemical Co., Ltd. Fine Chemical Production Site, Lion Chemical Co., Ltd. Oleochemical Production Site, Lion Specialty Chemicals Corporation Yokkaichi Production Site, Lion Specialty Chemicals Corporation Ono Production Site

*5. Roundtable on Sustainable Palm Oil

Community Involvement

Since its founding, Lion has sought to help consumers enjoy healthy living through the provision of products while carrying out educational activities and communication aimed at creating better living habits.

Categories	Achievements in 2017	Achievements in 2018	Achievements in 2019	Achievements in 2020	Remarks	
Oral care habit promotion activities/ Oral Health Event of Tooth Brushing for Children	Participants	Japan and other Asian countries; about 160,000 elementary school children	Japan and other Asian countries; about 210,000 elementary school children	Japan and other Asian countries; about 240,000 elementary school children	Japan and other Asian countries; about 269,000 elementary school children	Held annually since 1932 during Dental/Oral Health Week (June 4 to 10), targeting elementary school children
Hand washing habit promotion activities/ Correct hand washing method education	Participants	6,696	5,917	4,146	200	Fun educational activities about hand washing, mainly at kindergartens

Social Contribution Activity Spending

Every year, Lion surveys the domestic Group on the implementation status of social contribution activities to collect and manage data on funds invested in and items donated to each activity.

In fiscal 2019, spending on social contribution activities totaled ¥510 million (¥360 million in funds donated and ¥150 million in activity expenses).

* Figures for fiscal 2020 will be published on Lion's sustainability website in late June 2021

Human Resources

* Scope: Lion Corporation, non-consolidated basis (including employees on loan)

Categories	Achievements in 2017	Achievements in 2018	Achievements in 2019	Achievements in 2020	
Employees	Male	2,203	2,267	1,863	1,971
	Female	821	917	987	1,148
Female employee ratio	%	27.1%	28.8%	34.6%	36.8%
New employees (New graduates)	Male	57	63	42	54
	Female	36	33	34	33
Re-hired retirees	Number	216	210	160	185
	%	7.1%	6.6%	5.6%	5.9%
Temporary employees	Number	458	532	528	196
Female employees at the management level*1	Number	170	186	200	226
	%	14.4%	15.8%	17.1%	18.4%
Employees with disabilities	Number	63	76	77	75
Employees who took childcare leave	%	2.4%	2.8%	2.8%	2.7%
	Male	9	16	13	32
Employees who took shorter work hours for childcare	Female	57	53	61*2	78
	Male	0	0	0	0
Average overtime per month	Female	57	64	63*2	73
	Hours	12.5	13.7	13.5	8.7
Annual paid leave used	%	50.7%	60.3%	73.7%	68.6%
Average service years	Male	20.4	19.6	17.2	16.7
	Female	18.0	16.8	14.1	12.8
Employees who resigned within three years of entering the Company	Number	1	2	8*2	10
	%	0.4%	0.8%	3.0%*2	4.0%

*1. Personnel holding managerial positions at the level of assistant manager or higher (excluding employees on loan)

*2. The figures have been revised due to an error in past data.

Corporate Overview

(As of December 31, 2020)

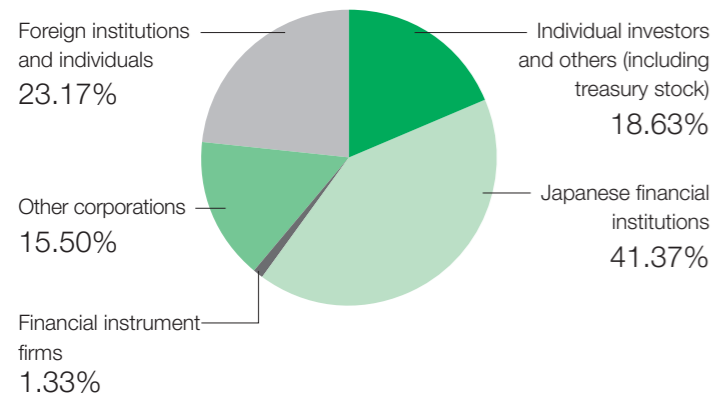
Corporate Overview

Corporate Name	Lion Corporation
Foundation	October 30, 1891
Establishment	September 1918
Capital	¥34,433 million
Address	3-7, Honjo 1-chome, Sumida-ku, Tokyo 130-8644, Japan
Employees	3,119 (Consolidated: 7,452)

Stock Information

Stock Listing	First Section of Tokyo Stock Exchange
Security Code	4912
Transfer Agent	Mitsubishi UFJ Trust and Banking Corporation
Number of Common Stock	299,115,346 shares (Issued and outstanding)
Number of Shareholders	78,987

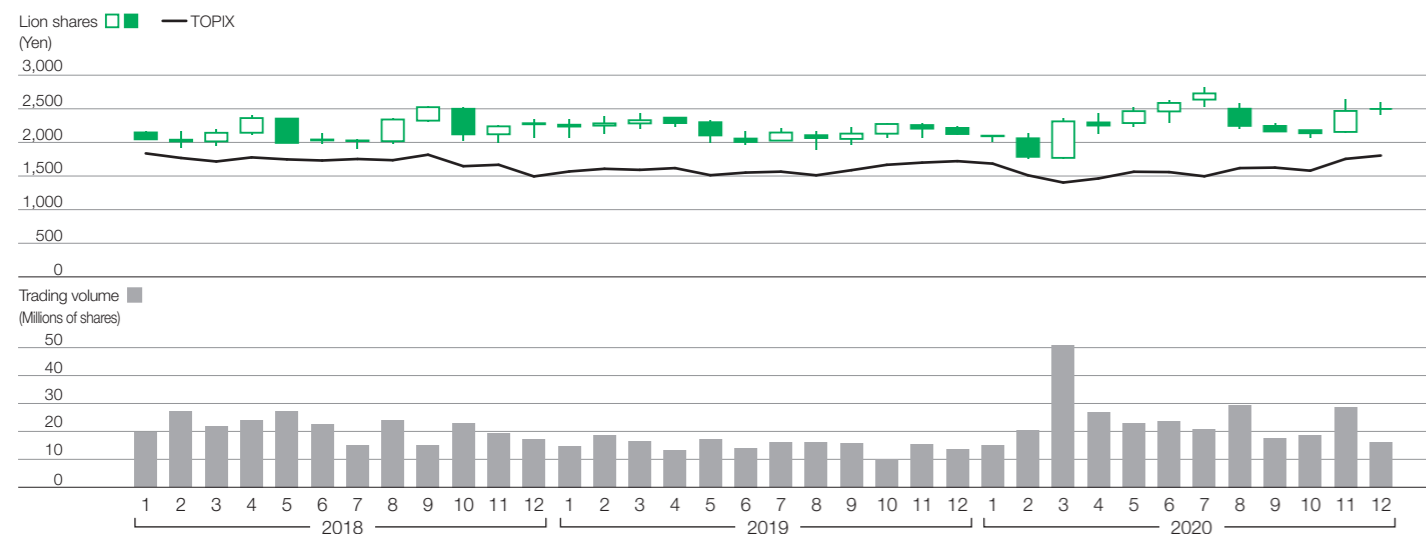
Shareholders by Category



Principal Shareholders

Shareholders	Shareholding ratio (%)
Custody Bank of Japan, Ltd. (Trust Account)	10.51
The Master Trust Bank of Japan, Ltd. (Trust Account)	7.10
Custody Bank of Japan, Ltd. As trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	5.59
MUFG Bank, Ltd.	2.95
STATE STREET BANK AND TRUST COMPANY 505223	2.13
Tokio Marine & Nichido Fire Insurance Co., Ltd.	1.52
Custody Bank of Japan, Ltd. (Trust Account 7)	1.47
Mitsubishi UFJ Trust and Banking Corporation	1.45
Custody Bank of Japan, Ltd. (Trust Account 5)	1.41
Meiji Yasuda Life Insurance Company	1.40

Share Price and Trading Volume



External Evaluations and Participation in External Groups

(As of May, 2021)

In addition to financial considerations, the Lion Group works to address environmental, social and governance issues. Lion has been selected for inclusion in leading socially responsible investing (SRI) indices.

In addition, our environmental, logistics and human resources initiatives have been highly evaluated by governmental and other external institutions.

Inclusion in SRI Indices

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF LION CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICES AND/OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF LION CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

S&P/JPX Carbon Efficient Index

Evaluations and Certifications

Environment

Overall CSR

Logistics

Human Resources

Governance

Participation in External Organizations

WE SUPPORT

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ECO FIRST

RSPO

JaSPON
Japan Sustainable Palm Oil Network

Sedex Member

JAPAN CLIMATE INITIATIVE

Clear Green Material Alliance

Plastics Smart

Japan Initiative for Material Environment