

*life.love.*  
**LION**



LION Integrated Report

2022

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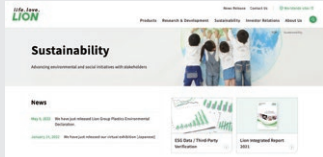
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## Lion's Disclosure

	Financial Information	Non-Financial Information
Printed Reports	<ul style="list-style-type: none"> <li>• Securities Report (Japanese only)</li> <li>• Summary of Consolidated Financial Statements</li> <li>• Convocation of the Annual General Meeting of Shareholders</li> <li>• LION LETTER business report (Japanese only)</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Governance Report</li> <li>• Lion's Sustainability: SDG-Related Initiatives (Japanese only)</li> </ul>
Company Website	<p>Investor Relations</p>  <p><a href="https://www.lion.co.jp/en/ir/">https://www.lion.co.jp/en/ir/</a></p>	<p>Sustainability</p>  <p><a href="https://www.lion.co.jp/en/sustainability/">https://www.lion.co.jp/en/sustainability/</a></p>

# PURPOSE

Make a difference in everyday lives by redesigning habits : ReDesign

# BELIEFS

Our beliefs guide all that we do—our thinking, our actions and our decisions—as we strive to implement our purpose in an ever more diverse world. Based on these beliefs, all of us at Lion strive to find new ways to improve everyday living, bringing passion and professionalism to our work.



## The customer determines the value

New habits are valuable only when people make them their own. If society doesn't see the value in a new idea, there is always a reason why. We must ask ourselves, Is the idea really helpful for better living? In adjusting it to be more practical, have we lost its essence? Is the idea competitive enough to stand out? Will society still need it in the future? Being chosen by customers is essential to making a difference in everyday lives. "The customer determines the value" is the business perspective Lion values most.



## Believe in yourself and be proactive

There is value in being "just ordinary." Our most ordinary feelings, tastes and thoughts are those that resonate most broadly. Listen to your heart and take the initiative, moving forward with courage and humility. When one person's enthusiasm for an idea spreads to others— that is how we create new habits. Life is too short to do only what others ask of us. Lion values a culture that tolerates failure and celebrates effort.



## Speed makes the difference

Better habits can support physical and mental health, so spreading them quickly matters. We squarely face the problem to be solved and strive to find high-quality solutions in less time. Don't rush forward blindly; rather, question convention to find the way forward. Avoid getting bogged down in planning; just give it a try and quickly adjust to get closer and closer to the answer. A true professional not only does good work, but does it quickly. In this time of change, we at Lion believe that we cannot make a difference by arriving on the scene late.



## Interact and inspire to create

No ingredient can react with itself to form something new. The same goes for people. True breakthroughs happen when individuals offering different ingredients— skills, knowledge and perspectives— come together under a single goal. At Lion, we always strive for open discussion, regardless of position or age, department or country, and actively work with external partners to develop more creative solutions.



## Change moves us forward

The world is changing and changing fast. As technology, lifestyles and society change at a dizzying pace, the appearance of new players can transform markets at any moment. In uncertain and unpredictable times, we must always consider multiple future scenarios and react flexibly. Change can be scary, but it can also be fun. A changing environment is an opportunity to evolve. Since our founding, we have constantly striven to forge new paths in the face of challenges. The courage to change drives Lion's growth.

# DNA

Handed down since Lion's founding, our DNA is the cornerstone of all that we do.

## Fulfilling a Spirit of Love

## Message from the Chairman



**Itsuo Hama**

Representative Director,  
Chairman of the Board of Directors

# Make a difference in everyday



In the 130 years since its founding, Lion has continued to look closely at consumers' lifestyles and contributed to better lives by promoting better living habits. Tooth brushing habits, which are essential to our everyday lives, are known to not only contribute to oral health but also play a major part in maintaining the overall health of the body. In addition, with the spread of COVID-19 in recent years, the importance of hand washing has once again come to the fore.

At Lion we have also been promoting environmentally friendly habits as a response to increasingly serious social issues such as climate change and marine plastic pollution. One-rinse laundry cycles, for example, which many people now use, help to save water and electricity. The use of refill laundry detergents and other products are an important habit that contributes to reduced plastic usage and promotes recycling. Going forward, we will continue working to establish these habits overseas, as well as in Japan.

In addition to promoting a healthy body and mind, we believe that habits such as the ones above can play an important part in helping to achieve a sustainable society. Accordingly, we have defined our purpose as "Make a difference in everyday lives by redesigning habits: ReDesign." We have also formulated a new set of beliefs to promote understanding of our purpose among employees and to provide them with guidelines to act and make decisions independently. These five beliefs describe the ideal path for Lion to follow.

At Lion, we will take full advantage of our unique approach to addressing society's issues through product development, services and the creation of new habits, while placing the highest priority on customer satisfaction. To ensure that we become a highly trusted company that exceeds the expectations of its stakeholders—be it our shareholders, customers, business partners, communities or employees—we will work to further enhance our corporate value.

And, to ensure that we continue to exceed expectations and maintain this high level of trust, with the Board of Directors leading the way, we will promote corporate governance through active, open dialogue with our external directors who come from wide-ranging backgrounds.

# lives by redesigning habits

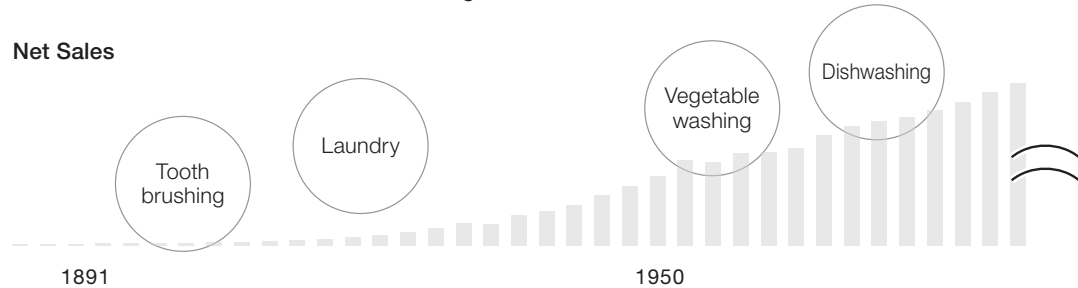
# Creating Habits and Achieving Business Growth

Lion's origins lie in soap and toothpaste. The concept of "Fulfilling a Spirit of Love" has been fundamental to our management since our founding, and we have sought to encourage consumers to enjoy healthy living through the provision of superior products while engaging in communication and educational activities aimed at promoting better living habits. We recognized long ago that global environmental protection is an issue that the whole world shares and have continuously worked to develop and propose environmentally friendly products and habits. In addressing social and lifestyle issues through better living habits, we aim to contribute to consumers' everyday lives and in turn achieve sustainable business growth.



Lion's founder  
Tomijiro Kobayashi

Net Sales



## Social and lifestyle issues

Prevalence of cavities among children

Diversifying oral



## Establishing Tooth Brushing Habits

When Lion was founded in the late 1800s, tooth brushing was not yet widely practiced in Japan, and 96% of children had cavities. Based on Lion's founder Tomijiro Kobayashi's feeling that the situation presented a real crisis with regard to the nation's future, Lion began developing and marketing oral care products and carrying out educational activities.

In addition to providing products that address the nation's increasingly diverse oral health problems, we have engaged in activities to establish tooth brushing habits throughout society. In doing so, we have contributed to better oral health and the expansion and vitalization of the toothpaste market.

Establishing tooth brushing habits

Social value:  
Improved oral health

Economic value:  
Expansion and vitalization of the toothpaste market



Children being taught correct tooth brushing techniques at the Oral Health Event of Tooth Brushing for Children



Lion established the Lion Foundation for Dental Health (Promoting oral care through this organization)



Children being taught correct flossing techniques at the Oral Health Event of Tooth Brushing for Children

## Lion's response

Cavity prevention



Lion F Cream

Products for increasingly diverse oral health problems



White Lion toothpaste



CLINICA Advantage series



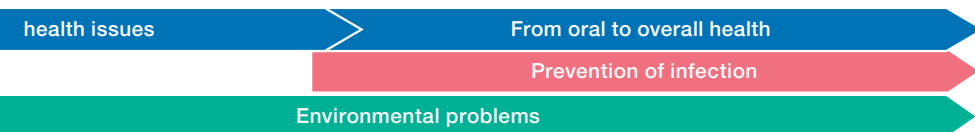
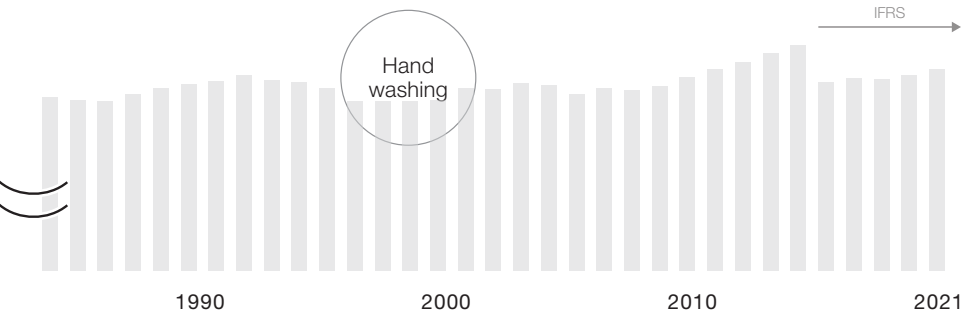
Dentor Systema Lion series



Dentor Lion toothpaste series

# ReDesign

Make a difference in everyday lives by redesigning habits



## Promoting Hand Washing Habits



Following a series of large-scale outbreaks of E. coli in 1996, infections through food poisoning came to be seen as a social problem in Japan. Fostering good hand washing habits to protect children from viruses and bacteria thus took on new urgency, and Lion responded the following year by launching *KireiKirei*. In addition to releasing products in line with the needs of the times, including solutions to address global pandemics, Lion has focused on educational activities to teach the importance of hand washing at schools and in homes. In doing so, we have enhanced awareness of the importance of hygiene, and expanded and vitalized the hand soap market.

### Establishing hand washing habits

Social value:  
Improved awareness of the importance of hygiene

Economic value:  
Expansion and vitalization of the hand soap market



KireiKirei medicated hand soaps



Teaching correct hand washing techniques

## Promoting Environmentally Friendly Habits



Lion has used cutting-edge technology to enhance its lineup of products with lower environmental impact, be it products with lower CO<sub>2</sub> emissions or reduced plastic and water use. We have also contributed to a more sustainable global environment and achieved business growth by proposing more environmentally friendly habits among consumers.

### Establishing environmentally friendly habits

Social value:  
Contribution to a sustainable global environment

Economic value:  
Creation of new business opportunities



One-rinse laundry cycles to save water and electricity



Product refills

## Accumulated strengths and capital

### Lion's strengths

A sincere commitment to manufacturing

Creation of better living habits

Consumer research and technological development capabilities

Products that are widely used by customers

Trust of suppliers

Stable supply chains

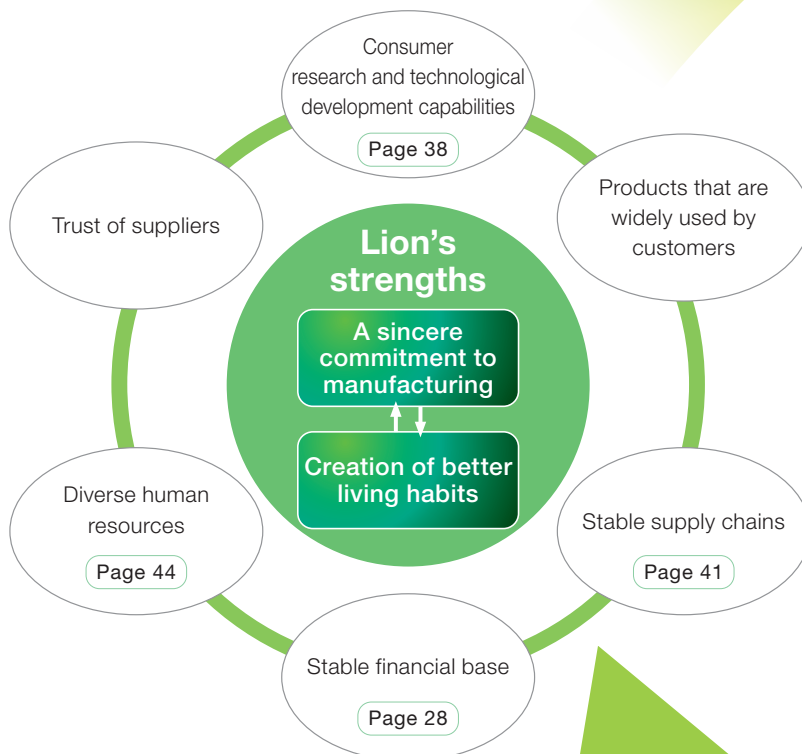
Diverse human resources

Stable financial base

# Value Creation Process

Lion positions its purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” at the core of management. To achieve the management vision, “Becoming an advanced daily healthcare company,” we will synergistically reinforce initiatives to address the Sustainability Material Issues and advance growth strategies under the Vision2030 long-term strategic framework. We will also accelerate growth, primarily in four fields of value creation. In doing so, we will create social and economic value as well as continue to increase our corporate value.

## Strengths and capital

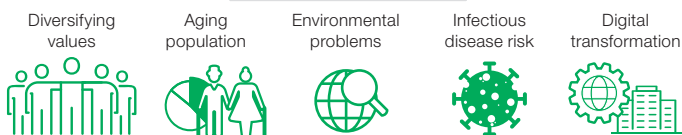


## Our Purpose

# ReDesign

Make a difference in everyday lives by redesigning habits

### Changes in society

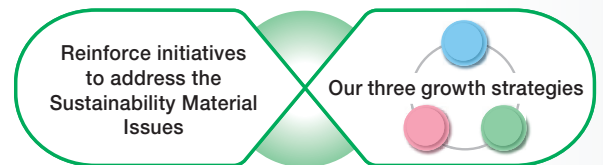


## BUSINESS ACTIVITIES

Creating habits to solve social and lifestyle issues

## Growth Strategies Vision 2030

Enhancing our market, economic and social presence



### Accelerate growth in four fields of value creation Page 25

Areas where we will further develop and evolve better living habits as part of healthcare initiatives unique to Lion

### Transform our business foundations for growth Page 31

Create a business foundation that promotes growth by continuing to make and strengthen strategic investments

### Generate dynamism to realize innovative change Page 31

Achieve sustainable growth by improving employee engagement

A higher level of corporate governance

OUTPUT

**Products and services to create new habits**

OUTCOME

**Establishing better habits**

#### Oral Health

**Supporting physical and mental health starting with the mouth**



Eat comfortably, talk, smile and be yourself

#### Infection Control

**Supporting hygiene going forward**



Protecting people's daily lives from the hidden risk of infection

#### Smart Housework

**Creating housework habits suited to each individual**



Achieving a good rhythm in life through housework optimized to meet your needs

#### Well-Being

**Supporting a cycle of health and happiness**



Feeling happiness at the little things that happen in daily life

**Becoming an advanced daily healthcare company**

Vision for 2030

**Sustainable society**

- Enhance consumer QOL
- Contribute to the realization of a decarbonized, resource-circulating society

Envisioned Financial Performance in 2030

Net sales of approx.  
**¥600 billion**

(Share of net sales from the Overseas Business: Approx. 50%)

EBITDA<sup>\*1</sup> **¥80 billion**

Core operating income<sup>\*2</sup>  
Approx. **¥50 billion**

ROIC<sup>\*3</sup> **8–12%**

ROE **10–14%**

**Social value**

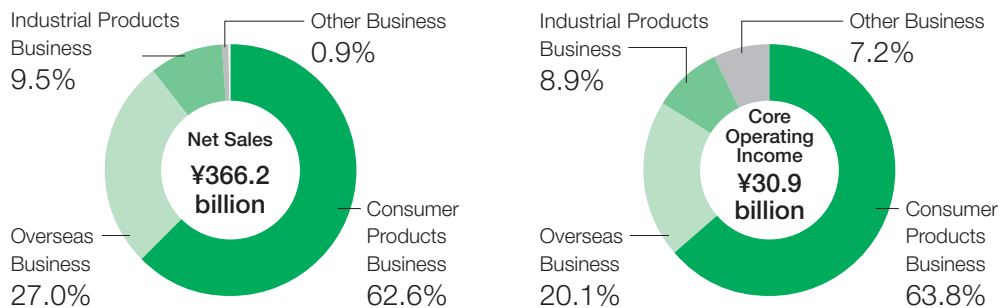
**Economic value**

1. Calculated as the sum of core operating income and depreciation and amortization (excluding that of right-of-use assets)  
2. Calculated by subtracting selling, general and administrative expenses from gross profit  
3. Calculated as net operating profit after tax (NOPAT) divided by the average invested capital (total equity plus interest bearing liabilities) during the period



# Lion at a Glance

## Net Sales and Core Operating Income by Segment



Note: Segment sales figures are external sales, net of intersegment sales and adjustments.

### Consumer Products Business

In Japan, our Consumer Products Business offers a wide range of products and services for total care, from prevention of issues to maintenance and ease-of-use, including toothpastes, hand soaps, laundry detergents and over-the-counter (OTC) pharmaceuticals.

#### Oral Care Products

Toothpastes, toothbrushes, dental rinses, etc.



#### Beauty Care Products

Hand soaps, body soaps, antiperspirants and deodorants, etc.



#### Fabric Care Products

Laundry detergents, fabric softeners, laundry bleaches, etc.



#### Living Care Products

Dishwashing detergents, household cleaners, food preparation products, etc.



#### Pharmaceutical Products

Antipyretic analgesics, eye drops, dermatologic medicines, etc.



#### Other

Foods with function claims, gifts, pet supplies, etc.



## Overseas Business

Lion operates businesses in Southeast Asia and Northeast Asia, providing products useful for daily living regardless of culture or language.

### Lion Corporation (Thailand) Ltd.

Location: Bangkok

### Southern Lion Sdn. Bhd.

Location: Johor Bahru

### Lion Corporation (Singapore) Pte Ltd.

Location: Singapore

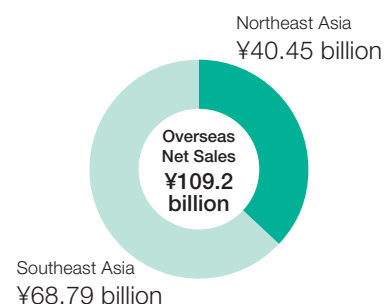
### PT. Lion Wings

Location: East Jakarta  
(Equity method subsidiary)

### Lion Corporation (Hong Kong) Ltd.

Location: Hong Kong

## Net Sales by Region



### Lion Corporation (Korea)

Location: Seoul

### Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.

Location: Qingdao

### Lion Home Products (Taiwan) Co., Ltd.

Location: New Taipei

## Industrial Products Business

Our Industrial Products Business comprises the Chemical Products Business, which handles surfactants, electro-conductive carbon and other chemicals; the Detergents for Institutional Use Business, which sells detergents and hand soaps for hotels and restaurant kitchens; and Other Business.

### Chemical Products

- Mobility**
- Rubber processing agents
  - Rubber additive agents



- Electronics**
- Electro-conductive carbon
  - Pressure-sensitive adhesives



- Eco Chemicals**
- Concrete admixtures



- Care Chemicals**
- Surfactants
  - Cosmetics ingredients



### Detergents for Institutional Use

Dishwasher detergents



Alcohol sanitizers



Hand soaps



Vegetable-washing detergents



## Other Business

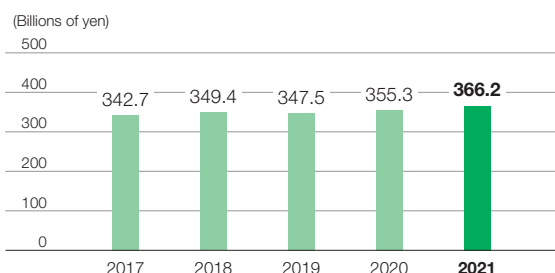
In Japan, our subsidiaries are mainly engaged in operations related to Group businesses. The main products and services of this business include construction contracting, real estate management, transport and storage, and temporary staffing.

# Financial and Non-Financial Highlights

## Financial Highlights

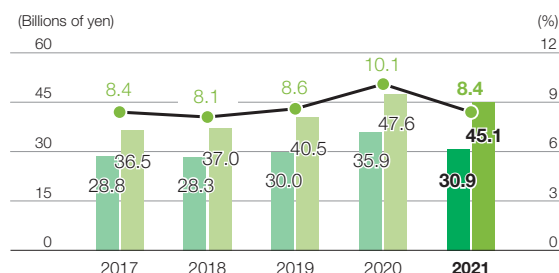
### Net Sales

**¥366.2** billion Up 3.1% year on year



### Core Operating Income,<sup>1</sup> Ratio of Core Operating Income to Net Sales and EBITDA<sup>2</sup>

**¥30.9** billion Down 14.0% year on year



■ Core operating income (left scale) ■ EBITDA (left scale)

● Ratio of core operating income to net sales (right scale)

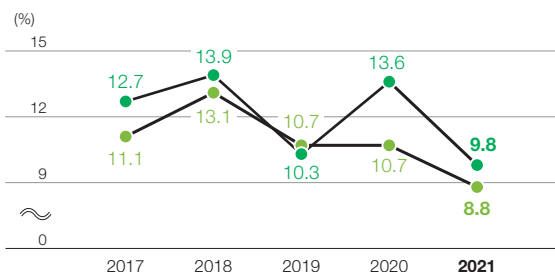
1. Core operating income is an earnings indicator the Company uses to measure regular business performance. It is calculated by subtracting selling, general and administrative expenses from gross profit.

2. EBITDA is an indicator of profitability on a cash-flow basis. It is the sum of core operating profit and depreciation and amortization (excluding right-of-use assets).

### ROIC\* and ROE

ROIC **8.8%** Down 1.9 percentage points year on year

ROE **9.8%** Down 3.8 percentage points year on year



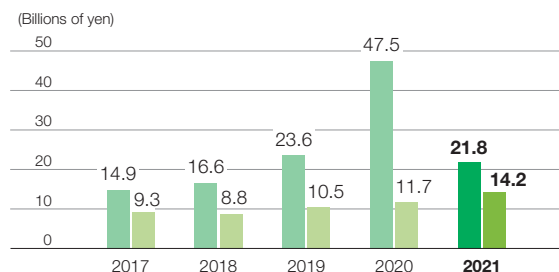
● ROE ● ROIC

\* Calculated as net operating profit after tax (NOPAT) divided by average invested capital (total equity plus interest-bearing liabilities) during the period.

### Capital Expenditures and Depreciation and Amortization

Capital expenditures: **¥21.8** billion Down 54.0% year on year

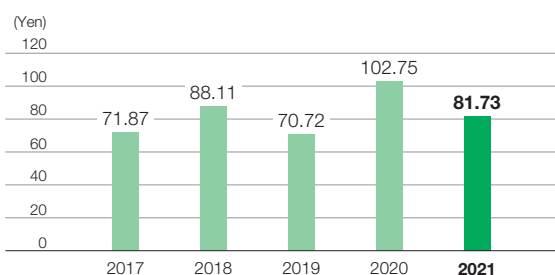
Depreciation and amortization: **¥14.2** billion Up 21.5% year on year



■ Capital expenditures ■ Depreciation and amortization

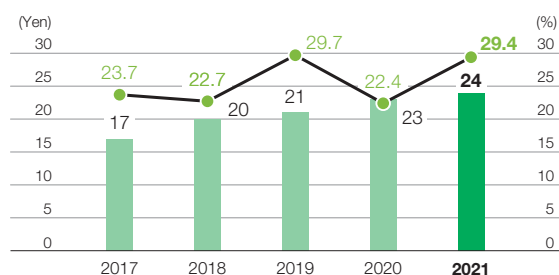
### Basic Earnings per Share (EPS)

**¥81.73** Down 20.5% year on year



### Cash Dividends per Share and Consolidated Payout Ratio

**¥24** Sixth consecutive fiscal year of dividend growth



■ Cash dividends per share (left scale) ● Consolidated payout ratio (right scale)


Note: Lion Group voluntarily adopted International Financial Reporting Standards (IFRS) as of 2018, but figures presented for 2017 also conform to IFRS.

## Non-Financial Highlights

### Environment

2030  
Sustainability  
Material  
Issues 1

#### Reduction of CO<sub>2</sub> Emissions throughout Business Activities\*

**7%**   
in 2021

\* Compared to 2017 levels; absolute quantity; all business locations



Lion implemented energy-saving activities and purchase of electricity from renewable energy sources throughout the Company, including production, administration, sales and R&D divisions, in order to realize a decarbonized society, as set forth in the LION Eco Challenge 2050, a set of long-term environmental objectives.

### Environment

2030  
Sustainability  
Material  
Issues 1

#### Toothbrush Recycling Program Number of Used Toothbrushes Collected\*

**952,711** 

\* During the period 2015 through 2021



To achieve a resource-circulating society as stated in LION Eco Challenge 2050, since 2015 Lion has been cooperating with TerraCycle LLC in the collection and recycling of used toothbrushes for reuse in new plastic products.

### Health

2030  
Sustainability  
Material  
Issues 2

#### Oral Healthcare Educational Activity: Number of Participants in the Oral Health Event of Tooth Brushing for Children\*

Approx. **2.21** million 

\* Cumulative, from 1932 through 2021



With the aim of creating healthy living habits, Lion has held this event to teach elementary school students correct tooth brushing habits 78 times.

### Health

2030  
Sustainability  
Material  
Issues 2

#### Participants in Activities to Promote Correct Hand Washing Habits\*

Approx. **36,700** 

\* Cumulative, from 2012 through 2021



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

### Human Resources

2030  
Sustainability  
Material  
Issues 3

#### Ratio of Women in Management

**20%**   
in 2021



With the aim of expanding creative business activities by utilizing diverse human resources, we are actively working to create a corporate culture where women can participate fully and advance professionally. Our Group target for the ratio of women in management is at least 30% by 2030.

### Human Resources

2030  
Sustainability  
Material  
Issues 3

#### Percentage of Employees Who Feel That Employees with Diverse Values Are Able to Succeed Professionally\*

**56%** 

\* Result of the Employee Awareness and Behavior Survey



Lion aims to enable employees with diverse values and ideas to fully express their individuality and abilities and succeed professionally.

## Message from the President



Now more than ever  
is the time for Lion to  
shine: Accelerating growth  
by redesigning habits

### **Masazumi Kikukawa**

Representative Director,  
President and Executive Officer  
Chief Executive Officer



## How We See the Business Environment

In recent years, the world has been dealing with two major threats: the novel coronavirus (COVID-19) pandemic, and the rapidly worsening global environment. These ongoing threats mean that there is constant and unprecedented anxiety in people's daily lives. Consequently, people are more aware than ever of the need to maintain their own and their families' health, and many believe that we must act quickly to halt the deterioration of the environment.

Since its founding, Lion has been known for contributing to society by encouraging people to develop good habits. We have supported mental and physical health by providing products that are indispensable for daily life and by instilling proper tooth brushing and laundry habits. We believe that Lion's strength lies in its ability to develop such good habits. That is why we have set forth our purpose as "Make a difference in everyday lives by redesigning habits: ReDesign."

Good habits have the power to keep minds and bodies healthy. Furthermore, the adoption of more environmentally friendly habits will be very effective in preserving the global environment. We feel that society is asking Lion to play a greater role: as a "daily habit design specialist" that helps resolve the great anxiety that is now sweeping the world. Now more than ever is the time for Lion to shine.

### Our Purpose

# ReDesign

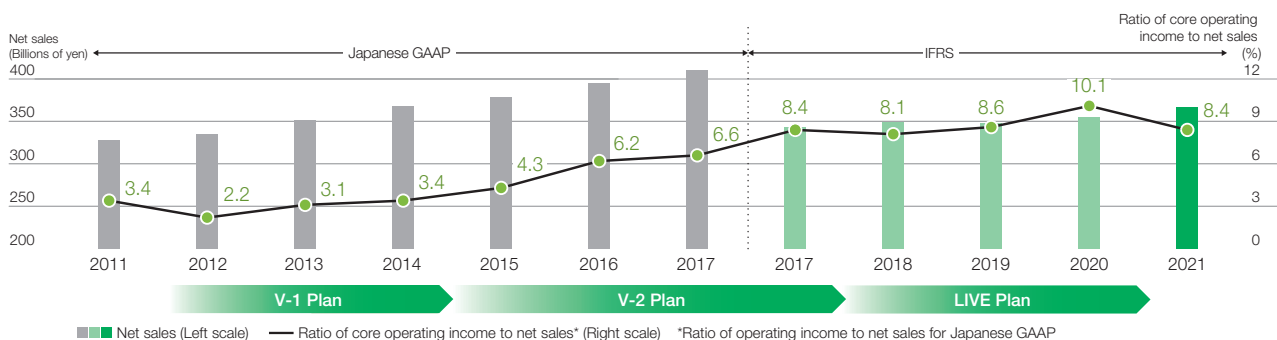
Make a difference in everyday lives by redesigning habits

## Assessing Our Performance in Recent Years

Under Vision2020, our management vision up to 2020, we drastically reformed our business structure. In each step of the value chain, including R&D, production, marketing and sales, we have been creating products with more added value and enhancing our ability to effectively communicate that value to customers. As a result, the ratio of operating income (core operating income) to net sales has increased from approximately 2% in 2012 to around 10% in 2020. I believe this improvement is not temporary but structurally ingrained throughout the Company.

On the other hand, our sales growth rate in recent years has declined from around 4% to about 1%. This is due to the slowing pace of increase in the number of customers who are receptive to the products and information we offer—that is, to the habits we propose. We realize that it is no longer enough to simply continue our current methods for developing good habits. As things stand, we cannot meet expectations to contribute to resolving the anxiety that I mentioned earlier. We view this as our greatest challenge for the decade to 2030.

### Progress of Results

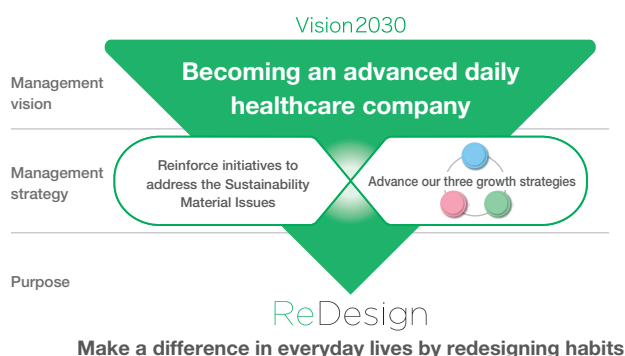


## The Need to Break with Our Past to Accelerate Business Growth

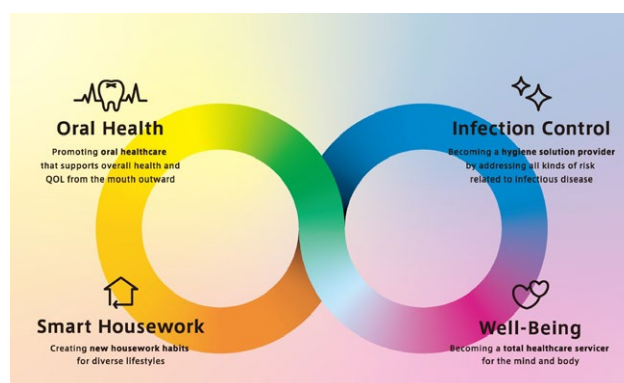
Based on this view, in 2021 we established our long-term strategic framework Vision2030. It sets forth three growth strategies for evolving how we redesign habits. The first strategy is aimed at evolving the habits we propose. We have identified four fields of value creation—oral health, infection control, smart housework and well-being—and we will raise the quality of the value we provide by further evolving the habits we propose in each of these fields. In oral health, for example, we will expand from a stance of simply maintaining oral health to positioning oral care as a means for maintaining overall health, with the aim of promoting an evolution in habits from conventional tooth brushing to preventive dentistry that effectively combines self-care at home and professional care at a dental clinic. To that end, in addition to the toothpaste, toothbrushes and other products we already provide, we intend to launch various new businesses that strongly link self-care and professional care. The second strategy is to enhance the business foundations that will support the evolution of the value we provide. This includes digital transformation measures such as upgrading our information infrastructure to accelerate decision-making and improving productivity by utilizing digital technology on production lines. It also includes measures to expand production capacity. The third strategy involves employee and organizational dynamism. No matter how finely detailed

our strategies are, they will not produce results unless the people and organizations that implement them can act with enthusiasm and agility. In this respect, the third strategy is the most important of the three and should serve as the cornerstone of our corporate activities. Since becoming president of the Company in 2019, I have made reforms for professional fulfillment a core theme, and have been promoting four parallel initiatives: establishing conditions for self-directed employee growth and providing opportunities for them to demonstrate the skills they have acquired (work management); creating an environment where employees are free to choose the place, time and other aspects of their work according to their individual circumstances, thus raising their productivity (work styles); improving the skills of managers, with an emphasis on long-term employee career development and team building (strengthen relationships); and health management to improve employee health (“GENKI” Action). Corporate branding that originates from understanding and sharing our purpose is another theme of the third growth strategy. The objective of this theme is to foster a feeling that working at Lion is a valuable experience, thereby enhancing employee engagement.

Through these three growth strategies, we intend to break with our past by evolving the quality of the value we offer and redesigning habits so that they meet contemporary demands.



Long-Term Strategic Framework Vision2030



Four Fields of Value Creation

## Redesigning Habits: Lion's Unique Approach

Under Vision2030, we aim to tackle our Sustainability Material Issues in synergy with the above growth strategies. As our top priorities, we will focus on “creating healthy living habits” and “promoting environmental initiatives for a sustainable planet.” The former is essentially our purpose. The latter is an inescapable topic for all companies today, but that is not the only reason we have made it a top priority. Many companies in the industrial sector are conducting initiatives for the global environment, but there is still a lack of initiatives targeting households, which are a crucial factor in reducing CO<sub>2</sub> emissions and recycling plastics. For example, in Japan 15% of total CO<sub>2</sub> emissions are generated by housework. Plastic recycling cannot be considered complete without the collection and reuse of household plastics. Initiatives to make household habits environmentally friendly will have a major impact. I believe that a company such as Lion, which has direct points of contact with households and whose purpose is to redesign habits, can carry out such initiatives most effectively. We have made these initiatives our top priorities because if we do not, who will?

Specifically, we will offer products that save water and electricity and lifestyle proposals that will help reduce CO<sub>2</sub> emissions. We know that the use of water and sewerage generates most household CO<sub>2</sub> emissions, so water-saving measures are key. Our efforts to promote the creation of environmentally friendly habits will include developing laundry detergents that can reduce the number of rinse cycles and

providing a “CO<sub>2</sub> emissions map” that quantitatively visualizes household CO<sub>2</sub> emissions to encourage consumers to change their behavior. As for recycling plastic, using refillable containers has become a habit in Japan. Although this has significantly reduced the amount of plastic used, current refill containers are difficult to recycle. Lion is collaborating with Kao Corporation and other competitors in developing recycling technology and establishing a collection system for these containers. We intend to further evolve the refill habit established in Japan to encompass collection and reuse, and then spread it throughout Asia.



## Vision2030 Targets

The consolidated performance targets of Vision2030 are net sales of ¥600 billion, EBITDA of ¥80 billion, and ROIC of approximately 8-12% for 2030. Because we are targeting CAGR of 5.6% for the period, we will work to expand the range of our proposals for new habits at an unprecedented pace. At the same time, we aim to realize social value by

enhancing consumer quality of life, and by helping to realize a decarbonized, resource-circulating society. Our approach of redesigning habits will lead to an increase in our economic value as well as our social value. There is power in redesigning habits. Believing in that power, we continue to evolve.

## Updating Strategies for Realizing Vision2030

In 2021, we continued our discussions on deepening strategies and enhancing measures to realize Vision2030. In particular, we are updating our strategies and frameworks for the Overseas Business, which will be important for our growth. In the Overseas Business, we are focusing on the Qingdao Lion business in China, where we have set a sales target of ¥100 billion for 2030 and a target for CAGR of 22% for the period for 2021 to 2030. CAGR for the previous ten years was approximately 16%, so achieving this target is not impossible, but neither will it be easy. We will therefore accelerate growth of the oral care business in China through measures including extending the sales area inland from our previous focus on major coastal cities, expanding into products for dental clinics, which have a strong affinity with our existing lineup, and branching out into oral care for pets. We have also newly established the China Business Promotion Office for efficient utilization of Group resources.

Another point for accelerating the growth of the Overseas Business is to expand into new countries or areas. We intend to use M&A, among other measures, for rapid entry into Vietnam, Bangladesh and other countries in Asia where

the middle class is growing and we do not yet operate. In January 2022, I set up a new dedicated M&A team that reports directly to me, and secured expert talent from outside the Company to ramp up its activities. We intend to enter at least two new countries or areas by 2024 and four by 2030.

Another key to realizing Vision2030 is management control. We will implement the three growth strategies I mentioned above with a focus on accelerating business growth to 2030. Executing these growth strategies will require up-front investment for reinforcing and expanding the business foundations as well as for investigating digital transformation (DX) and new business models. I thought our previous approach, which emphasized core operating income and the ratio of core operating income to net sales, would cause hesitation in making this up-front investment, trapping us in a spiral of diminishing returns. Therefore, we have changed our policy to emphasize EBITDA as a new KPI that gauges the results of our strategies through its growth. However, we have concurrently introduced ROIC management, which will help us utilize capital efficiently and manage each business field and optimize investments.

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## Preparations Are Under Way for Accelerating Growth

In fiscal 2021, net sales were ¥366,234 million and EBITDA was ¥45,175 million. Net sales increased 3.1% year-on-year (or 1.9% at constant currency excluding exchange rate fluctuations), and EBITDA decreased ¥2,494 million year-on-year. The decrease in EBITDA was mainly due to higher raw material prices and increased investment in competitiveness for growth, so I do not see any major problems from a long-term perspective. Rather, the issue is that the sales growth rate remains at the 1% level at constant currency. Clearly, we cannot expect substantial growth by maintaining the same approach, thus evolution in redesigning habits is important.

On the other hand, we steadily moved forward with the three growth strategies set forth in Vision2030. We are investigating new businesses to promote evolution in redesigning habits. Some of these businesses will start on a small scale or enter a trial stage in 2022, particularly in the area of oral health. To reinforce our business foundations, in Sakaide City, Kagawa Prefecture a state-of-the-art factory

for oral care products went on line in July 2021, and a new enterprise resource planning (ERP) system to support expedited management decision-making began operating in May 2022. We have also made significant advances in the third growth strategy of enhancing employee and organizational dynamism by revamping our corporate philosophy. In addition to our purpose, which we already updated, we reorganized the corporate philosophy by setting forth the beliefs that underpin our judgment and behavior for promptly and independently putting the purpose into practice in real-life situations, and by establishing a definition for Lion's DNA as "Fulfilling a Spirit of Love." I am already sensing the effect of lively discussions that have begun in response to this reorganization on how to interpret the philosophy in our own unique way.



The Sakaide toothpaste factory that began operating in July 2021

## Positioning of Vision2030 1st STAGE New Medium-Term Plan

In 2021, we made steady progress on the issues of evolution in redesigning habits, establishing the foundations for doing so, and transforming our employees and organization. Therefore, I believe that laying of the foundations for driving growth is well under way. Vision2030 1st STAGE is a new medium-term management plan for the period from 2022 through 2024. The theme of this plan is to utilize the foundations we have laid so far to expedite growth. A key concept is “gear change towards accelerated growth.” Our targets for fiscal 2024 are net sales of ¥420 billion and

EBITDA of ¥52 billion, which will mean CAGR of 4.7% and record-high EBITDA. As a result of the growth strategies begun in 2021, we expect to start multiple new businesses, and hope to enter the markets of at least two new countries or areas. In 2022, the initial year of the plan, we expect a decrease in core operating income due to factors including rising raw material prices and an increase in amortization expenses for investments made in previous fiscal years, but I consider this to be for a necessary step in the evolution of the value we provide that I have been talking about.

(Billions of yen)	2024 Targets	2021 Results	Change	
			Amount	(%)
Net sales	420.0	366.2	53.7	14.7
Core operating income <sup>1</sup> (Ratio of core operating income to net sales (%))	32.0 (7.6)	30.9 (8.4)	1.0	3.5
Operating profit (Ratio of operating profit to net sales (%))	32.0 (7.6)	31.1 (8.5)	0.8	2.7
Profit for the period attributable to owners of the parent	23.0	23.7	-0.7	-3.2
Basic earnings per share (yen)	72.24	81.73	-9.49	-11.6
EBITDA <sup>2</sup>	52.0	45.1	6.8	15.1
ROIC (%) <sup>3</sup>	Approx. 7.5	8.8	—	-1.3 PP
ROE (%)	Approx. 9.0	9.8	—	-0.8 PP

1. Core operating income is an earnings indicator the Company uses to measure regular business performance. It is calculated by subtracting selling, general and administrative expenses from gross profit.
2. EBITDA is an indicator of profitability on a cash-flow basis. It is the sum of core operating profit and depreciation and amortization (excluding right-of-use assets). The calculation method for this indicator has changed from 2022. The amount after adjustment for 2021 is ¥43.9 billion.
3. ROIC is an indicator of the profitability and efficiency of invested capital. It is calculated as net operating profit after tax (NOPAT) divided by average invested capital (total equity plus interest-bearing liabilities) during the period.

## To Our Stakeholders

Lion is in the midst of a transformation. We aim to secure new models for successful evolution in redesigning habits to complement our current models. Our activities are rooted in our steadfast determination to contribute to society by redesigning habits, and we are confident that this approach will lead to growth in our economic value. We intend to share our approach with the suppliers, wholesalers and retailers that make up our value chain and work with them to redesign habits as we ramp up activities to enhance the sustainability of the value chain itself.

Dialogue with shareholders and investors is extremely valuable. It provides me with an opportunity to confirm that we have not become complacent or lacking in perspective in our approach as I have described. I want to continue creating opportunities for dialogue whenever I can in order to refine our approach and incorporate diverse perspectives.

Employees are also important stakeholders for Lion. As I said, nothing can be achieved without the enthusiasm of our employees. My foremost objective is to continuously increase employee engagement, and I will work with our management team to devise measures to increase their productivity.

Lion will continue its transformation to reach new heights with a commitment to redesigning habits. We look forward to your continued support.

### Masazumi Kikukawa

Representative Director,  
President and Executive Officer  
Chief Executive Officer



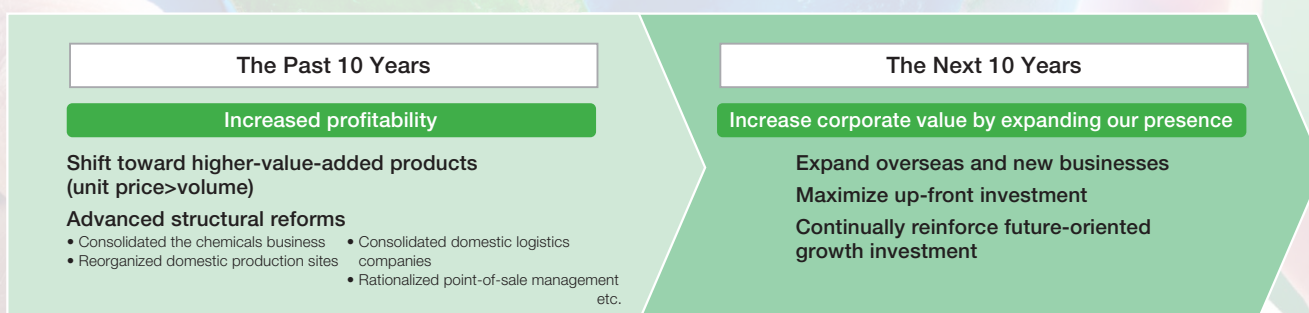
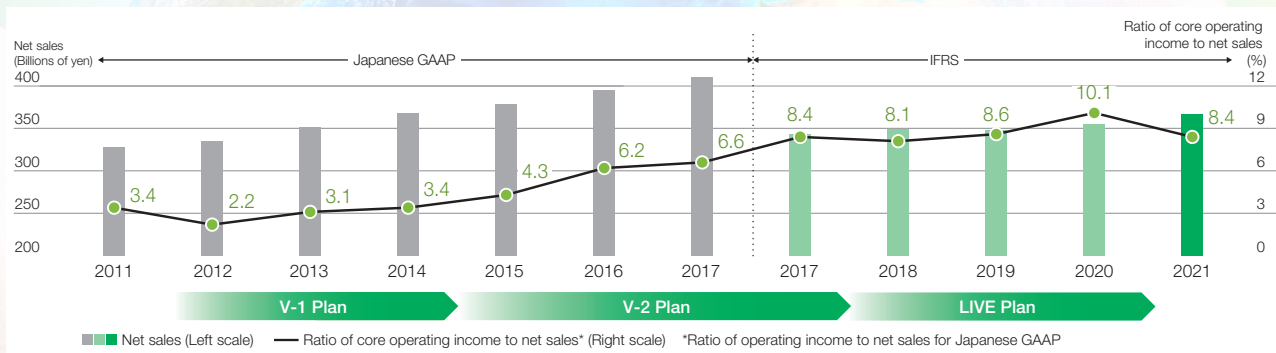
# Achieving Vision2030:

## Long-term Strategic Framework

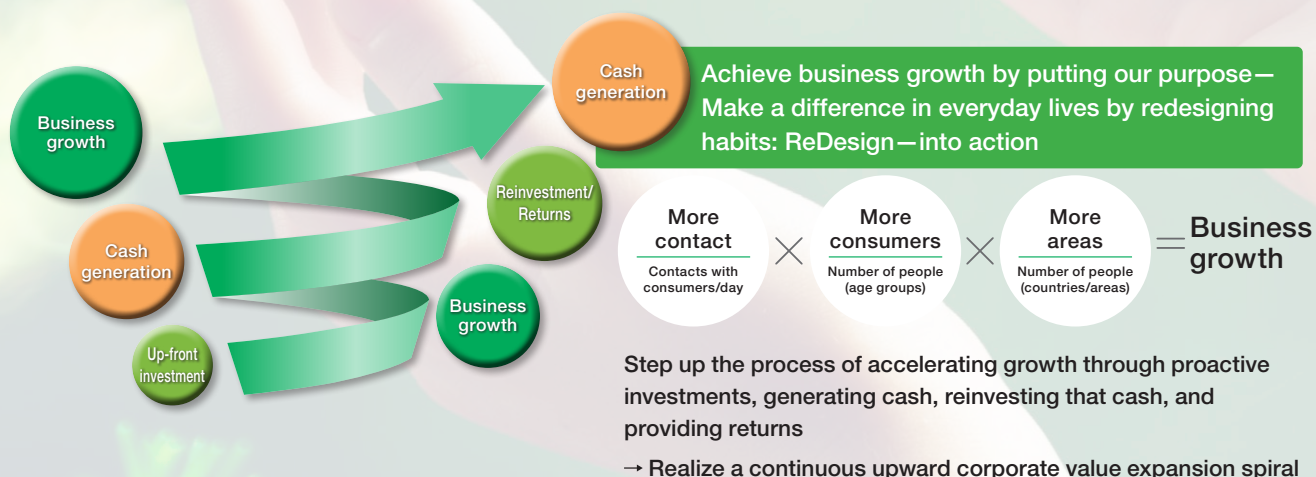
### Review of the Past Decade and Growth Initiatives Going Forward

Over the past decade, Lion has implemented a range of initiatives to increase profitability, a particularly challenging issue. Those initiatives include implementing structural reforms such as developing high-value-added products and reinforcing the revenue base. Over the next 10 years, we will continually step up growth investments to accelerate business growth with the aim of expanding corporate value.

#### Progress of Results

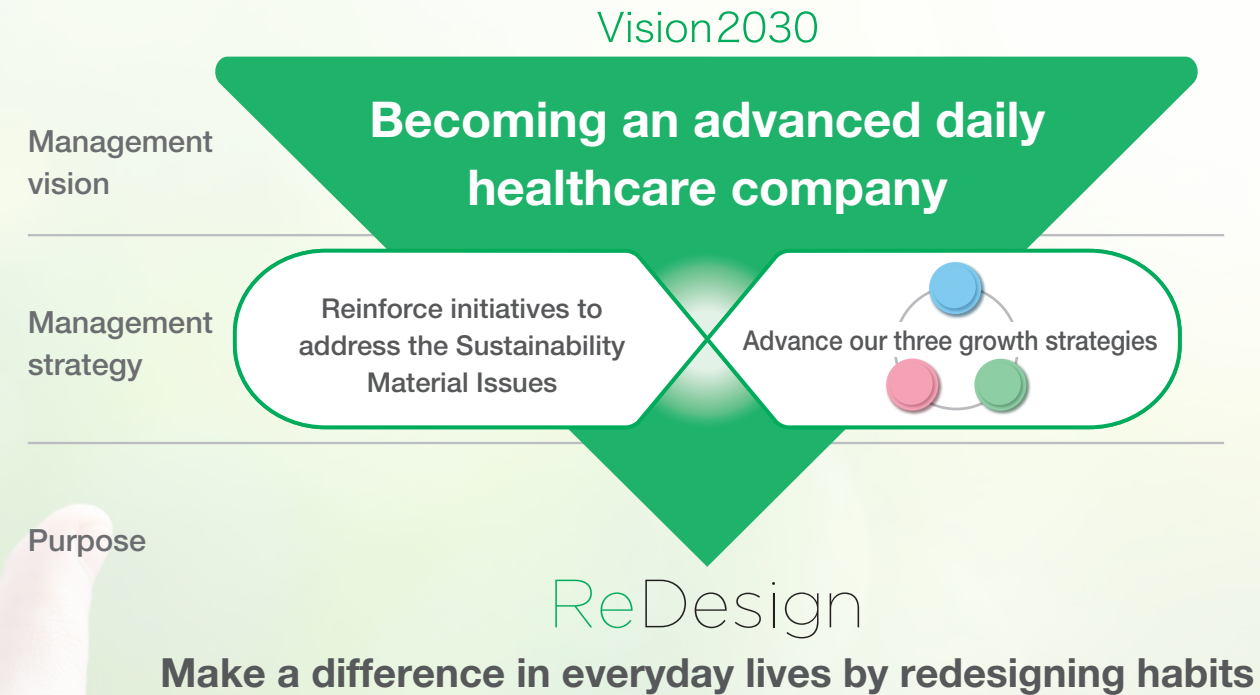


### Key Management Theme for the Run-up to 2030: Enhancing Lion's market, economic and social presence



## Vision2030, a Long-term Strategic Framework for the Run-up to 2030

To achieve its management vision for 2030, “Becoming an advanced daily healthcare company,” the Lion Group will further reinforce management driven by its purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” while synergistically addressing its Sustainability Material Issues and advancing growth strategies in order to contribute to the realization of a sustainable society and achieve business growth.



### Three Growth Strategies



Lion will advance three strategies to drive business growth toward the achievement of our management vision.

#### Accelerate growth in four fields of value creation

We have designated four fields in which we will strategically advance innovation on a Company-wide, cross-divisional basis to create new consumer value as growth drivers for the Lion Group in order to achieve the management vision. By evolving existing businesses and creating new value, we will further accelerate growth in Japan and overseas.

#### Transform our business foundations for growth

We will promote business foundation transformation that will spur growth by continuing and reinforcing strategic investment.

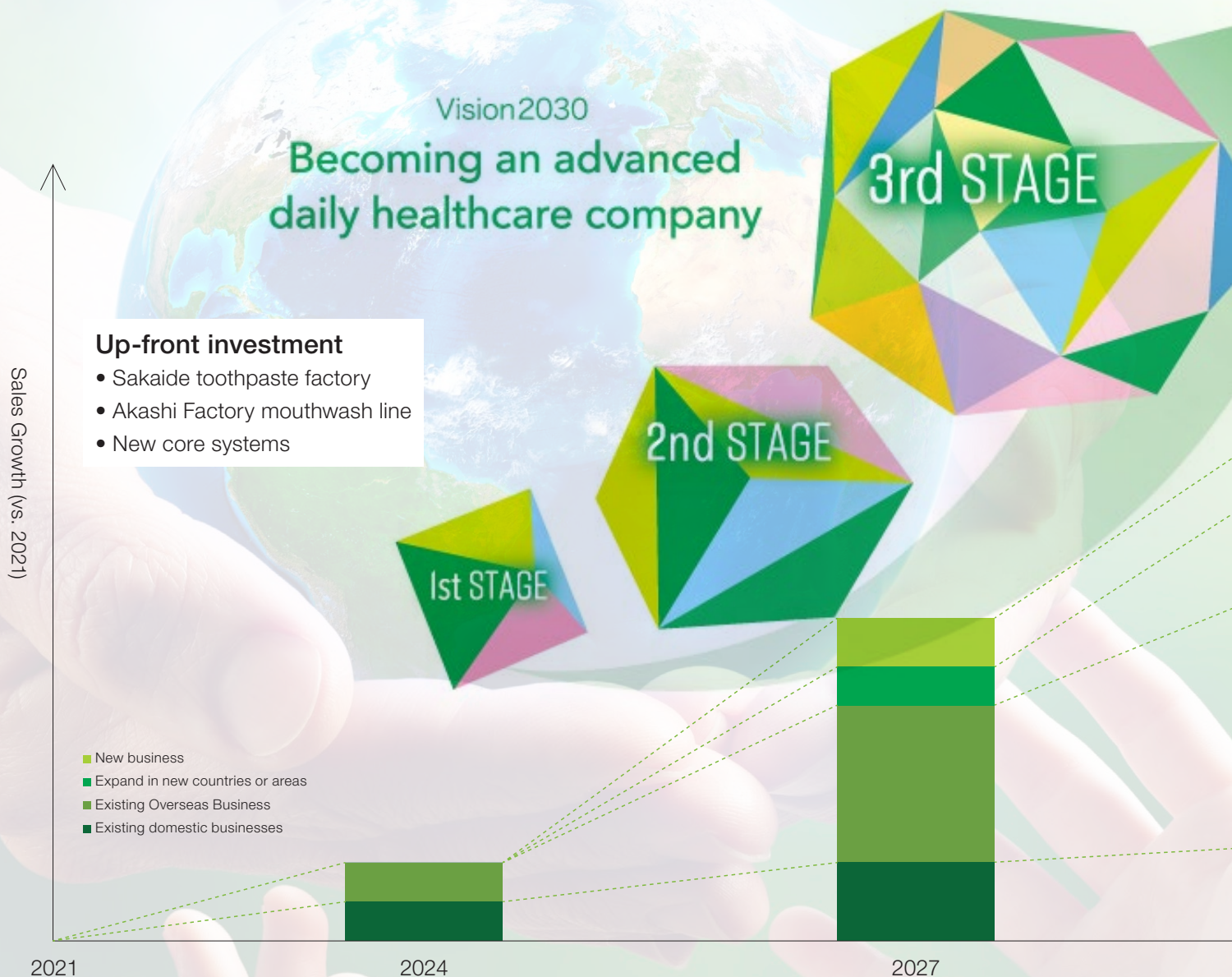
#### Generate dynamism to realize innovative change

We will generate dynamism to transform into a company that can grow sustainably by improving employee engagement through professional fulfillment reforms and diversity and inclusion initiatives.



## Growth in the Run-Up to 2030

Lion will implement three consecutive 3-year medium-term management plans—1st STAGE, 2nd STAGE and 3rd STAGE—toward the realization of Vision2030. We will proceed on a rolling basis, adjusting strategy and policy according to changes in the business environment to enhance precision as we go. In 1st STAGE, we will get on a growth track, create the foundations for new growth, transform our business foundations and activate our human resources and organizations.



### 1st STAGE (2022-2024)

#### Gear change toward future growth

- Get on a growth track and create the foundations for new growth
- Transform business foundations (supply chain management, DX, sustainability)
- Activate human resources and organizations

(Billions of yen)

Net sales	420	ROIC	Approximately 7.5%
EBITDA	52	ROE	Approximately 9.0%
Core operating income	32		

### 2nd STAGE (2025-2027)

#### Accelerate transformation and growth

- Strategy tuning to respond to signs of change in the business environment
- Accelerate transformation and growth
- Increase the average annual growth rate (CAGR over 5%)

## Vision2030 Targets

### Social value

#### Contribute to a sustainable society

- Enhance consumer quality of life
- Contribute to the realization of a decarbonized, resource-circulating society

### Economic value

Net sales	Approx. ¥600 billion (Approx. 50% from the Overseas Business)
EBITDA	Approx. ¥80 billion
Core operating income	Approx. ¥50 billion
ROIC	8–12%
ROE	10–14%

### Advance sustainability strategy

### Accelerate growth in four fields of value creation

#### New business (+¥30 billion or more)

Secure profit opportunities from new business models

#### Expand in new countries or areas

(+¥60 billion or more)

Focus on entering new markets in Asia

#### Existing overseas business (CAGR around 10%)

\*Around 5–6%, excluding Qingdao Lion

Realize growth centering on the Qingdao Lion business  
(¥100 billion)

#### Existing domestic businesses (CAGR of 2% or more)

Evolve existing businesses by shifting to higher-value-added products and creating markets

+¥240 billion

New business

Expand in new countries or areas

Existing overseas business

Existing domestic businesses

2030

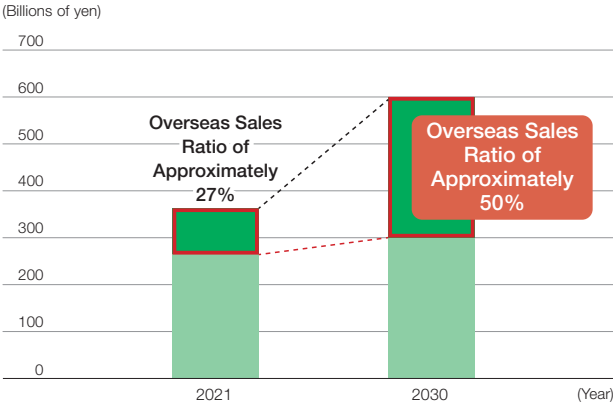
### 3rd STAGE (2028-2030)

- Final touches to achieve the vision
- Creating the foundations for subsequent growth

Growth Point 1

# Grow Overseas Business – Expanding Habit Redesign

As we aim for consolidated net sales of ¥600 billion in 2030, a key component will be growing our Overseas Business. In addition to a CAGR of about 10% in our existing Overseas Business, our goal is to achieve an overseas sales ratio of approximately 50%. We will accomplish this by expanding into new countries or areas in Asia.



## Growth Strategies for the Overseas Business

- 1  
Evolve glocalization strategy to maximize synergy
- 2  
Expand Qingdao Lion business
- 3  
Expand into new countries or areas

## 1. Evolve glocalization strategy\* to maximize synergy

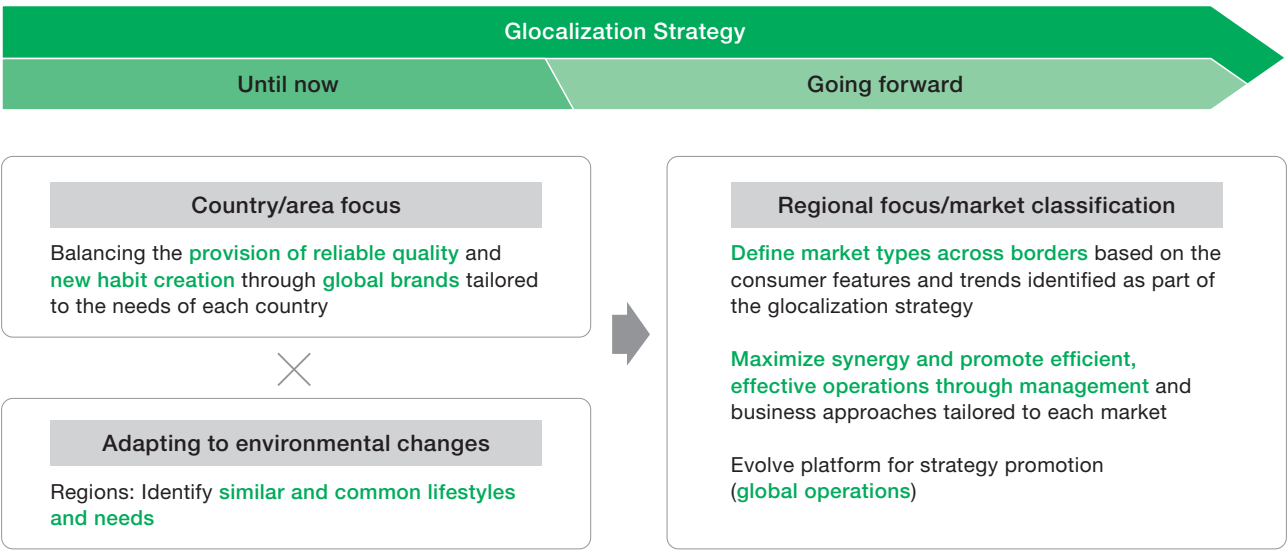
At Lion, glocalization is a key element of our global strategy. Not only have we used glocalization to develop detailed marketing strategies that meet the needs of the countries or areas we serve, we have also taken advantage of the appeal of Japanese quality as a means to expand our business into new countries.

However, given the environmental changes of recent years, such as increasingly similar and common global lifestyles and needs, it is essential that we evolve our

glocalization strategy. Rather than our conventional approach, in which we addressed specific countries, we must now define market types across borders based on consumer features and trends. Ultimately, we seek to maximize synergy and streamline management based on an optimal approach for each market.

\* A strategy that combines "globalization" and "localization" to create a unique competitive advantage

### Evolving the glocalization strategy





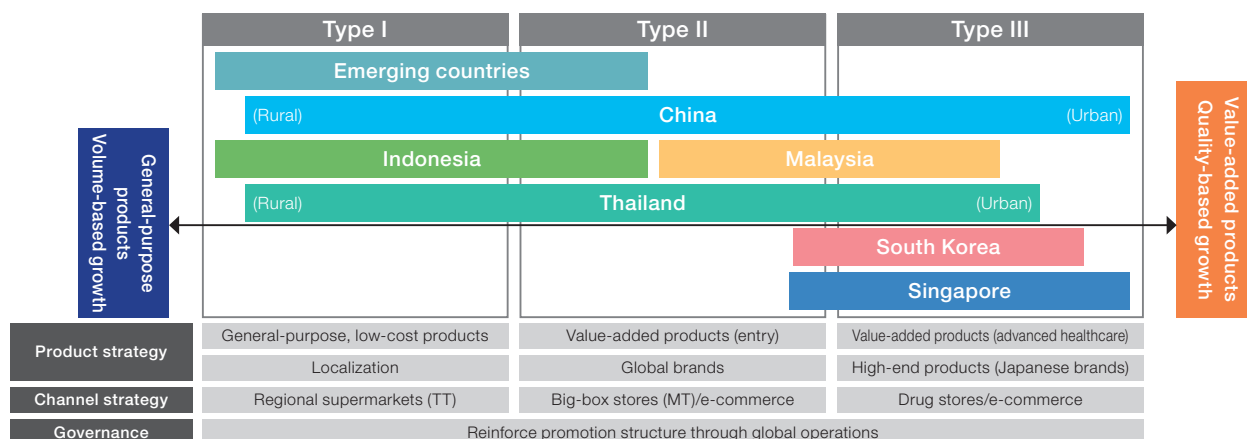
## Glocalization Strategy: Market Type-Based Marketing

Evolve from the previous country/area focus to a regional focus by defining market types and promote more efficient and effective operations

With market type-based marketing, we have created three major cross-border market types and are developing a strategy for each. For each market type, we have taken GDP

growth rates and income levels into consideration, as well as the local features and trends we have identified as part of previous glocalization strategies.

### Market-type framework (types I–III)



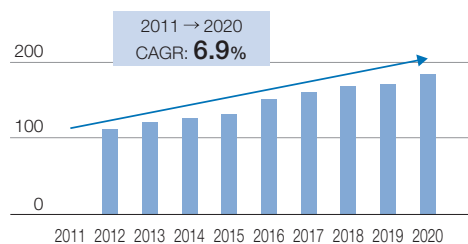
### Expand global business through market type-based marketing

- **Scale expansion** by maximizing product and distribution synergy and through efficient, effective operations
- **Category expansion** by gaining insights into each market type (product strategy, marketing strategy, channel strategy, etc.) and entry into new countries, areas and fields based on past successes

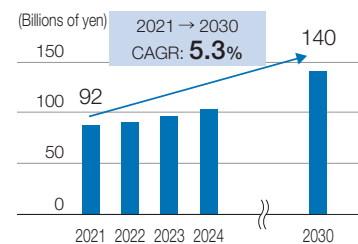
### Growth trends and outlook

**Consolidated Group**  
(excluding Qingdao Lion)

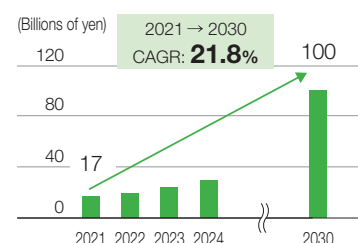
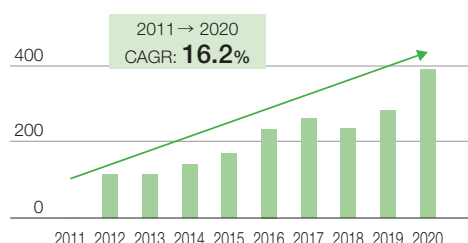
**The past 10 years**  
(Growth, with 2011 as 100)



**The next 10 years**  
(Net sales (IFRS))



**Qingdao Lion**



### Growth areas Types I–II (mainly Southeast Asia)

- **Quality-based growth in laundry detergent**  
Promote shift to value-added products through optimal formula (market type) strategy (Secure the top market share in each country)
- **Expand into the personal care field**  
Move into personal care field (oral care, beauty care, etc.) based on experience gained from success in home care
- **Scale expansion based on strengthening e-commerce**

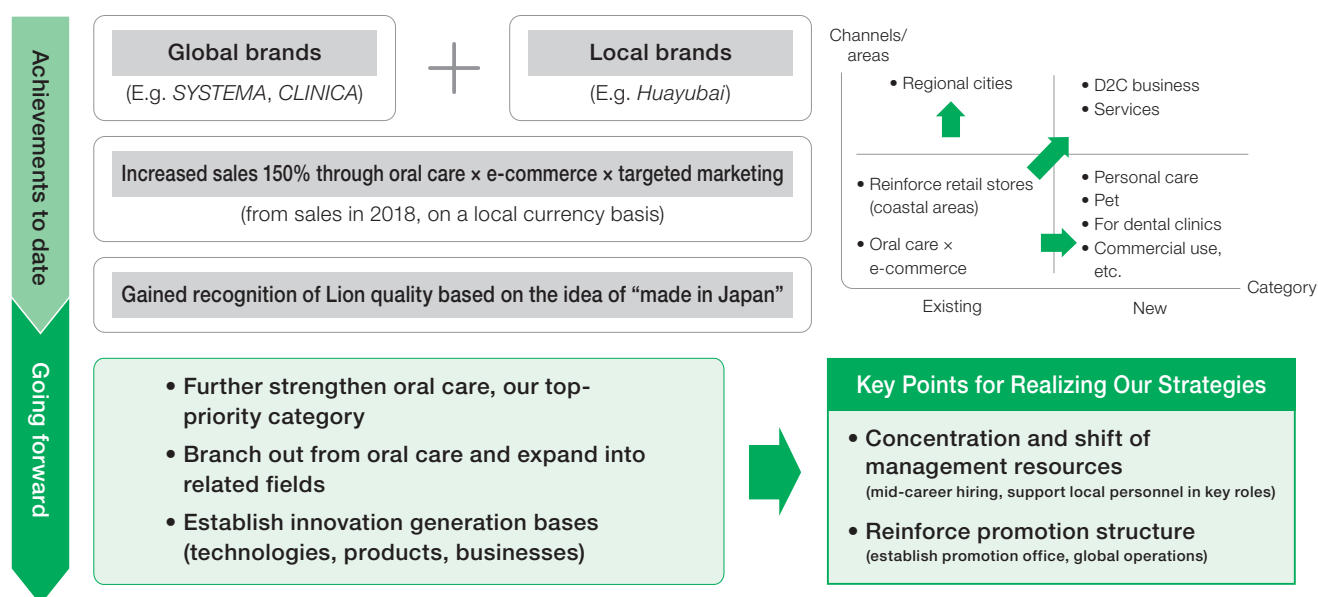
### Type III (mainly Northeast Asia and urban Southeast Asia)

- **Leverage Japanese brands to shift to value-added products**
- **Enhance lineup of mouthwashes to generate synergy with toothpaste**
- **Expand contact with consumers through more sophisticated e-commerce initiatives**

## 2. Expand Qingdao Lion business

In the Qingdao Lion business to date, we have achieved growth through our global brands, such as *SYSTEMA* and *CLINICA*, mainly in the oral care field. We have also enhanced our brand image by taking advantage of the appeal of the high-quality of Japanese products. These efforts plus the synergy we have created with local brands has enabled us to maintain a CAGR of around 16% over the past ten years. In addition to accelerating these initiatives, we will look to expand our business fields with the oral care business at

the core. Specifically, we will expand into new areas, as well as new segments such as dentistry products, which are closely related to our oral care products, and products for pets and for institutional use. We will also look to expand our businesses through D2C operations and other new channels. To achieve these goals, we are allocating the necessary management resources and strengthening our promotion structure. Ultimately, we aim for around ¥100 billion in net sales by 2030 (CAGR of approximately 22%).



## 3. Expand into new countries or areas

The ratio of middle-class citizens, who we expect to become the largest group of consumers, is expected to grow significantly in Asia, and we are continuing to examine several M&As on the continent. We aim to enter more than four new countries or areas by 2030, and more than two during our

current medium-term management plan. As such, we have set up a dedicated organization under the direct control of the president, and are reinforcing our ability to, among other things, hire experts from outside the Company.

Country	Population in 2020 (millions of people)	Per-capita GDP (US\$)	GDP growth rate (%)
India	1,367.6	1,928	4.2
Pakistan	204.7	1,225	1.9
Bangladesh	166.6	1,962	8.2
Philippines	107.3	3,323	6.0
Vietnam	96.5	3,525	7.0
...	...	...	...

Sources: IMF 2020 Report and Asian Development Bank December 2020 Report

### Key Points for Realizing Our Strategies

- Focus on expanding in Asia** (Aim to enter more than two countries or areas by 2024)
- Enhance the system for M&As** (Create a dedicated organization under the direct control of the president, and strengthen organization by hiring mid-career experts)

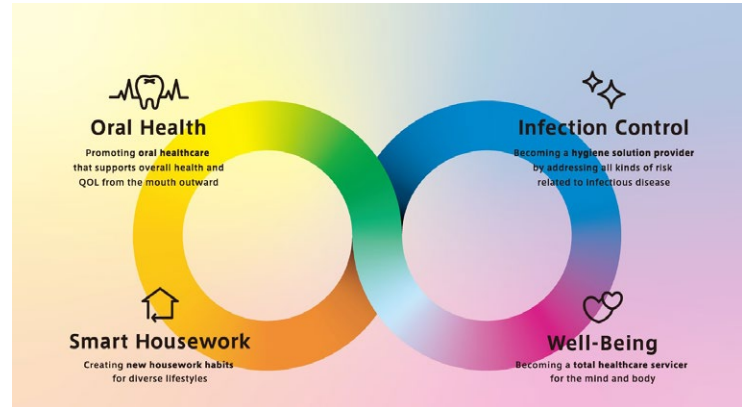
## Growth Point 2

# Evolve Businesses in the Four Fields of Value Creation – Evolving Habit Redesign

As awareness and social needs related to health and hygiene increase, these four fields of value creation will drive growth as we seek to further evolve and develop better living habits and healthcare services unique to Lion.

The creation of new products and services in the four fields of value creation will be essential to business growth.

We have put an executive officer in charge of each field and will accelerate efforts to evolve our businesses and create new value as we work to achieve our vision.



## Oral Health

Lion aims to provide oral healthcare that supports overall health and QOL starting from the mouth. We will leverage our strengths as Japan's leading oral care product manufacturer to integrate innovative oral care products and services into the daily lives of individuals as a new form of healthcare. By doing so, we seek to realize business expansion beyond the bounds of our existing businesses.



## Infection Control

Lion aims to become a hygiene solution provider by addressing all kinds of risk related to infectious disease. As a company with a long history of supporting cleanliness, our mission is to continually transform our business. We will expand our business from living spaces to encompass public and industrial spaces in the fight against bacteria and viruses on all fronts—bodies, objects and spaces—by providing hygiene solutions.



## Smart Housework

Lion aims to create new housework habits for diverse lifestyles. As lifestyles and living situations diversify, one-size-fits-all ideas for improving housework increasing fall short of meeting consumer needs. Building on the basic idea of smart housework that is fun and efficient, we will establish a unique advantage by reframing the concept of housework in general to maximize authentic comfort at the individual level and by cooperating closely with external partners across a wide range of categories.



## Well-Being

Lion aims to provide total healthcare services for the mind and body. We will transform into a company that supports health and happiness at each life stage by building connections with consumers through the promotion of healthcare habits that are individually driven. We will also expand the range of solutions we offer and integrate our services through collaboration with external partners.

### Evolving Our Business Model to Create New Value with the Four Fields of Value Creation as the Starting Point

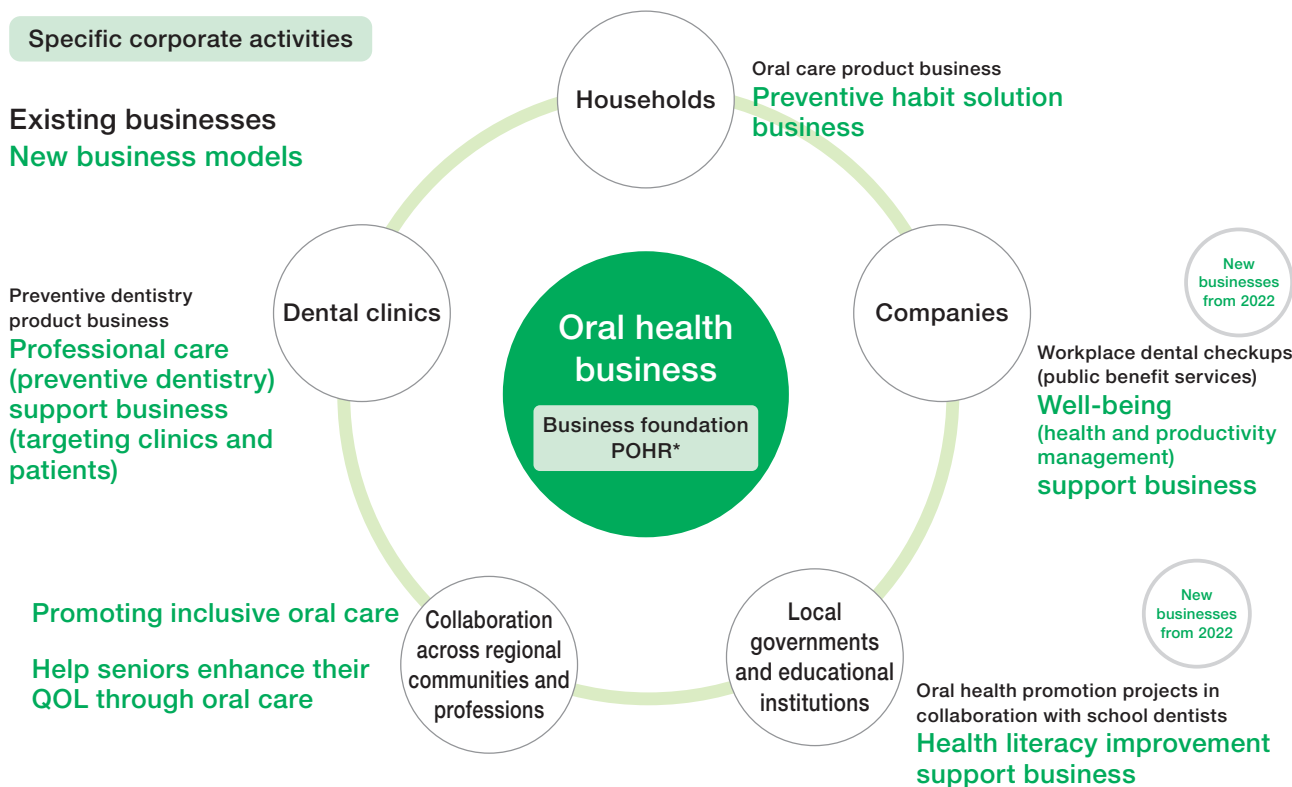
	Until now		Going forward	
<b>Value provided</b>	Products (functional value)	+	<b>Services (experience-based value)</b>	► Evolve the value we provide from products to services
<b>Target</b>	Households	+	<b>Society (Schools, public institutions, etc.)</b>	► Expand the scope of the value we provide to solve social issues
<b>Contact with consumers</b>	Sold-and-done	+	<b>Recurring</b>	► Accumulate and utilize customer data
<b>Business type</b>	Manufacturer	+	<b>Service provider</b>	► Change business type from manufacturer to total service provider
<b>Scope of coordination</b>	Supply chain	+	<b>Ecosystem</b>	► Collaborate with various partners in the industrial, government, academic, medical and public sectors

## Oral Healthcare Business

While recognition that oral health plays a key role in overall health is rising, many consumers still see the two elements as separate. As such, we are working to raise the profile of oral health in the context of overall healthcare, and moving forward with a business that aims to establish preventive dentistry as a habit.

As the foundation of this business, we are building a personal oral health record (POHR) platform. As shown in the diagram below, we are combining our existing businesses with new business models to create a hub-like system that links every element related to oral health.

With help from the industrial, public, academic and medical sectors, we aim to create social trends and systems related to preventive dentistry habits.



\* Database containing information on basic health, living habits, oral condition, tooth brushing habits, etc.

New businesses from 2022

### Well-Being (Health and Productivity Management) Support Business

We launched an oral care information service for corporations and local governments in response to the increasing understanding of the importance of oral health worldwide.



Analyze the effect of seminars in terms of changes in employee awareness and behaviors and report on their impact on health and productivity management

#### Help establish oral care habits

Simple diagnosis utilizing the Salivary Multi Test



Assist in the formation of new habits through the use of our products



New businesses from 2022

### Health Literacy Improvement Support Business

We began a social experiment involving the use of digital technologies as part of a service to promote preventive dentistry habits in collaboration with Koshi-shi in Kumamoto Prefecture.

Through this experiment we hope to find new ways of contributing to regional revitalization and promoting preventive dentistry habits in collaboration with local governments, dental health organizations and corporations. We will use our knowledge of preventive dentistry as well as apps to collect data on the oral health of citizens in the area in an effort to accelerate the establishment of new habits.

#### Goals of the Social Experiment

1. Facilitate the formation of oral health habits through the use of digital technologies
2. Raise the rate of individuals who regularly undergo dental checkups via interventions in daily life

#### Initiatives

1. Help increase contact between government agencies and citizens to provide oral care information
2. Offer a simple app designed to predict the user's oral health



## Growth Point 3

# Create Environmentally Friendly Habits with Consumers – Evolving Habit Redesign

At Lion, we aim to become carbon negative in order to play our part in the creation of a decarbonized society. We are also promoting the continuous recycling and reuse of plastic to contribute to the creation of a resource-circulating

society. Furthermore, based on our purpose, we are working to create environmentally friendly habits with consumers, and in turn contribute to making lifestyles in Japan and elsewhere in Asia more planet-friendly.

Social value creation policy

Create environmentally friendly habits with consumers to continuously offer planet-friendly lifestyles that make more sustainable living easy

Targets for 2050 KGIs

Decarbonized society:  
Carbon negative

Resource-circulating society:  
Use recirculated plastic

Main Themes  
Targets for 2030

- Promote water- and power-saving habits by providing environmentally friendly products

→ Reduce CO<sub>2</sub> emission throughout the product life cycle by 30% (Lion Group)

- Create environmentally friendly habits that can be practiced at home to reduce society's CO<sub>2</sub> emissions through the use of our products and services

→ Contribute to a CO<sub>2</sub> emission reduction effect in excess of Lion's own emissions (Japan)



Promote one-rinse laundry cycles to encourage the habit of not wasting water

- Expand use of sustainable materials  
→ 30% usage (Lion Group)

- Promote refill habits in Asian markets  
→ 50% refill product sales (Lion Group)

- Expand advanced recycling initiatives to promote waste-free habits

→ Build collaborative industry infrastructure (Japan)



Establishing the refill habit through refillable bottles that can be used over and over again.

# Financial Strategy



Financial strategies to increase market, economic and social presence, and realize an upward corporate value expansion spiral

**Kengo Fukuda**

Director  
Executive Officer

## Assessment of Financial Strategies to Date

The biggest financial challenge for Lion between 2000 and 2010 was increasing profitability. In V-1 Plan and V-2 Plan, the two medium-term management plans we launched in 2012 and 2015 respectively, we rolled out a range of measures to respond to this challenge. As a result, we substantially improved business profit, which is the ratio of operating profit (core operating income) to net sales and ROE.

There were three main factors that helped to increase profitability during this period. The first factor was the development and sale of high-added-value products and efforts to create new demand. Product unit price in the oral care and living care markets has increased between 20–30% over the past 10 years, and we believe we have

played a major role in adding value to those markets. The second factor is the cumulative effect of ongoing cost-reduction measures, including streamlining product formulations and revising manufacturing processes. The third factor was increasing the proportion of high-added-value products and our successful reduction and optimization of sales promotion expenses through effective marketing.

Development of high-added-value products has also driven growth in our Overseas Business. Meeting growing needs for high-added-value products in Asia has enabled the business to boost its sales to about ¥100 billion over the past 10 years.

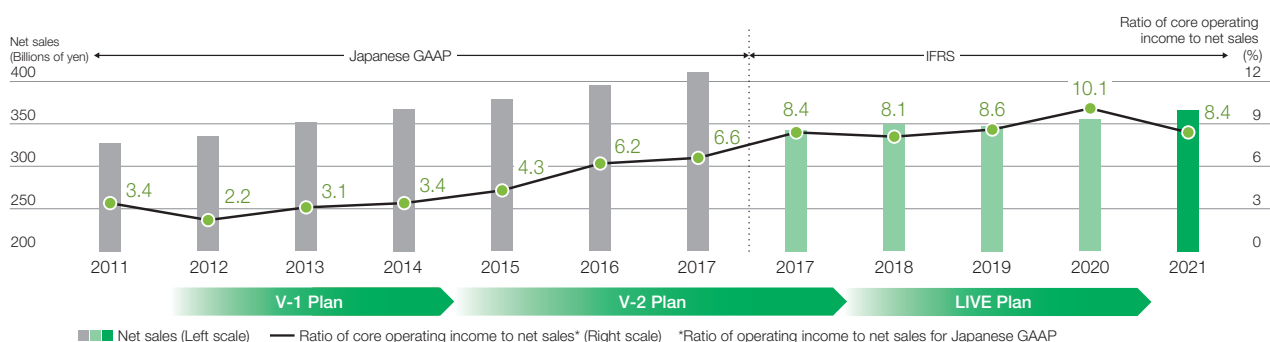
### Main Factors Increasing Profitability

Development of high-added-value products  
Creation of new demand

Cumulative effect of cost-reduction measures

Reduction and optimization of sales promotion expenses through effective marketing

### Progress of Results



Note: The Lion Group voluntarily adopted International Financial Reporting Standards (IFRS) as of 2018.



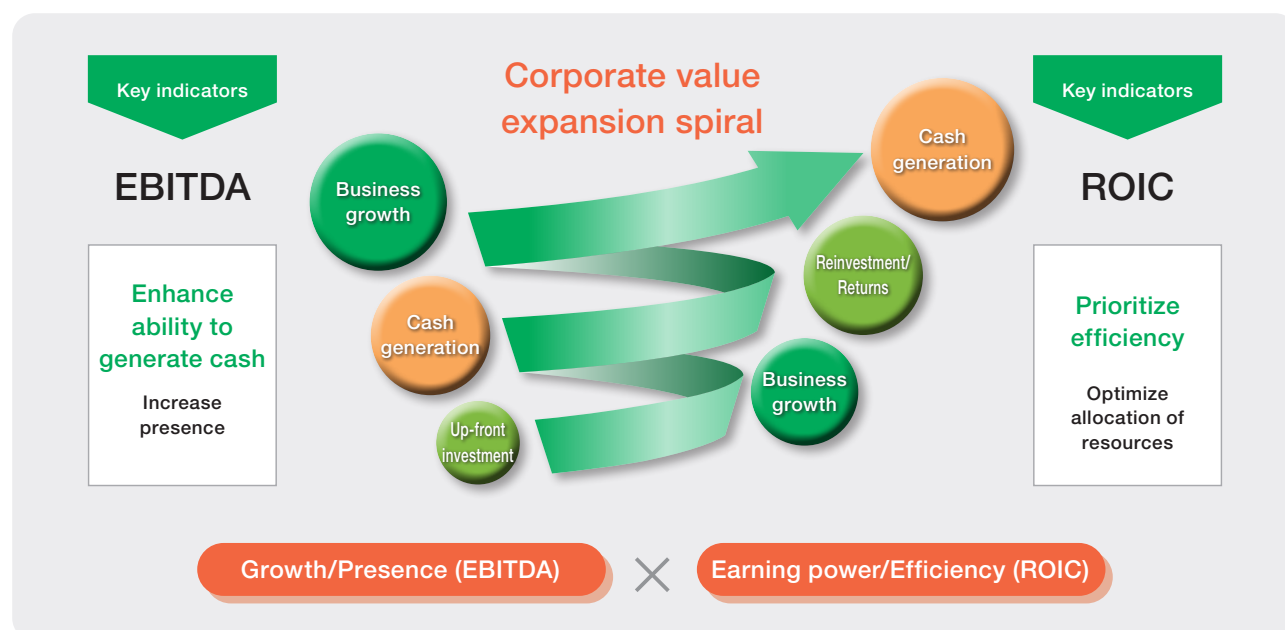
## Vision2030—Approach to Financial Management and Key Financial Indicators

Our main challenge in long-term strategic framework Vision2030 is to enhance our market, economic and social presence. One of our performance indicators is position in the Asian market. Currently our position is around 13th,\* but by 2030 we aim to be in the top 10 at the very least. Ultimately, our goal is to place in the top five. To accomplish this, based on the increase in profitability to date, we must steadily achieve top-line growth. Specifically, we are aiming for approximately ¥600 billion in net sales and an overseas sales ratio of 50% by 2030.

Growing net sales and expanding the scale of our businesses requires proportionate investment, so we have been increasing up-front investment since 2020. We will utilize these investments to achieve business growth and use the cash this growth generates for further investment, thus creating a cycle of business growth that increases corporate value. In addition to using sales growth rate as an indicator of our progress, we will use EBITDA to measure the increase in cash and prioritize the use of return on invested capital (ROIC) to gauge profitability and efficiency of the capital invested in each business.

\* Market position by sales amount (in the main markets in which Lion operates)

## Enhancing Lion's Market, Economic and Social Presence



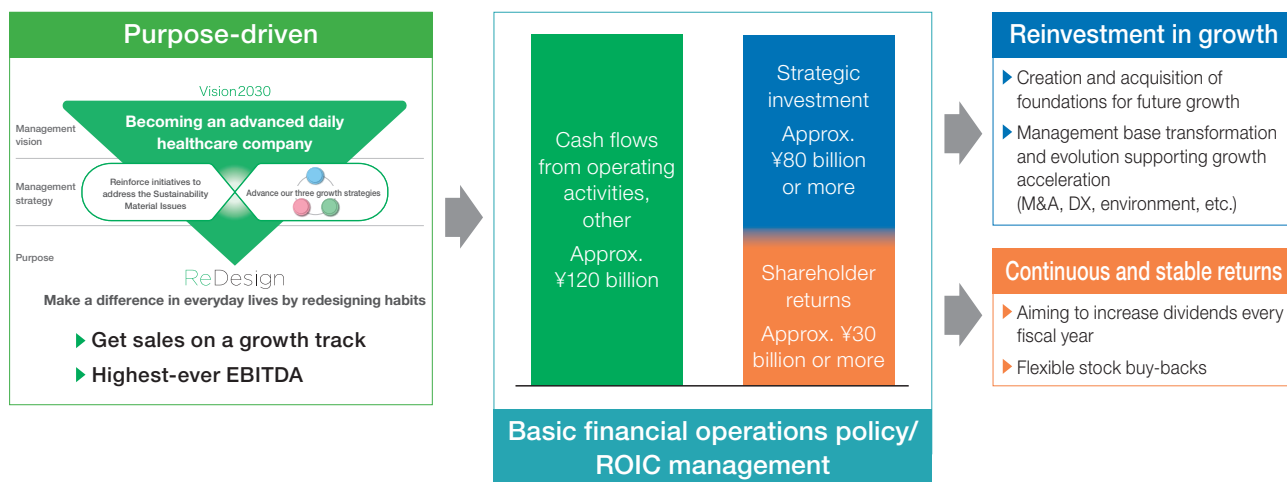
While we will also monitor ROE as before, in Vision2030 our priority is to move forward with ROIC management. Over the five years from 2020 through 2024, going beyond the culmination of medium-term management plan Vision2030 1st STAGE, we plan to invest more than ¥140 billion. We aim to monitor the returns from these investments in terms of both efficiency and profitability. We will reinforce management control by looking at ROIC by business

and checking the trends and changes in individual ROIC components. This will lead to an even more robust business portfolio.

Our weighted average cost of capital (WACC) is approximately 4%. We aim to keep ROIC above WACC and increase it to 8–12% by 2030. In addition, we aim to boost EBITDA, thus enhancing our ability to generate cash and improve our corporate value.

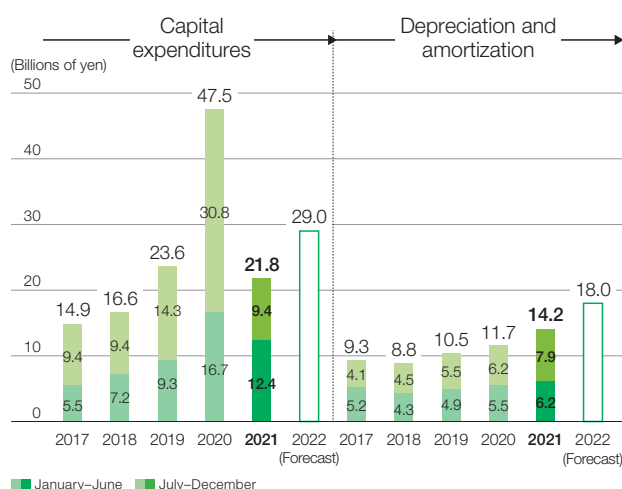
## Approach to Cash Allocation in Vision2030 1st STAGE

### 1st STAGE Cash Allocation



In Vision2030 1st STAGE we aim to generate around ¥120 billion in cash from operating activities. We will allocate ¥80 billion of this to reinforce production facilities and to make investments in labor-saving and streamlining measures. This includes environmental and digital transformation investments. Of the remainder, we will return just over ¥30 billion to our shareholders through dividends and stock buy-backs. Our policy is continuous and stable increase of cash dividends, aiming for a consolidated payout ratio of 30%. In accordance with this policy, in Vision2030 1st STAGE, we aim to increase dividends. Moreover, in February 2022, we acquired and cancelled around ¥10 billion of Company stock. Future decisions on such buy-backs will be made flexibly based on comprehensive consideration of funds on hand and our financial status.

### Capital Expenditures and Depreciation and Amortization



## Investing in Human Resources Who Will Drive Growth

Investing in human resources will be essential for advancing our growth strategies. First, we need to increase hiring to match the increasing scale of our operations. As I mentioned before, we also believe we must acquire global personnel who can help us enhance our presence overseas and boost our overseas sales ratio. We are also proactively moving forward with measures to develop our existing personnel. For example, we will build systems that enable various curriculums to be taught via remote learning in the Lion Career Village and work with external training institutes. In these and other ways, we will focus on measures that balance both corporate and personal growth. (See “Human Resource Development” on page 44.)

### Investment in Human Resources in 2021

	Lion Group (Consolidated)	Lion Corporation (including seconded employees)
Average hours of training per FTE* employee	31.0	52.8
Average investment in training per FTE employee	¥36,700	¥67,100

\* Full-time equivalent

# New Medium-term Management Plan

## Vision2030 1st STAGE (2022–2024)

### Gear change towards accelerated growth

#### Implement growth strategies and transform the management base to accelerate transformation while growing

Reinvest returns from up-front investment for future growth to get on a sales growth track and reach highest-ever EBITDA

#### Reinforce ROIC to enhance management control

Manage the business portfolio with an eye to business efficiency and appropriately allocate management resources

#### 2024 Targets

Net sales **¥420 billion**

EBITDA<sup>1</sup> **¥52 billion**

Core operating income<sup>2</sup> **¥32 billion**

ROIC<sup>3</sup> **Approx. 7.5 %**

ROE **Approx. 9.0 %**

1. Earnings before interest, taxes, depreciation and amortization: Sum of core operating profit and depreciation and amortization (excluding amortization of right-of-use assets)  
2. Calculated by subtracting selling, general and administrative expenses from gross profit  
3. Calculated as net operating profit after tax (NOPAT) divided by average invested capital (total equity plus interest-bearing liabilities) during the period.

### Advance three growth strategies

Lion will advance three strategies to drive business growth toward the achievement of our management vision.



#### Accelerate growth in four fields of value creation

Focusing on four fields of value creation, the directions for growth, we will evolve existing businesses and create new businesses to further accelerate growth in Japan and overseas.

#### Transform our business foundations for growth

We will continue to engage in and reinforce strategic investment (M&A, supply chain management, production infrastructure, digitalization, sustainability, etc.) necessary for growth and transform our business base to one that promotes growth.

#### Generate dynamism to realize innovative change

We will generate dynamism to transform into a company that can grow sustainably by improving employee engagement through professional fulfillment reforms and diversity and inclusion initiatives.

#### 1st STAGE Initiatives

- Page 25 ▶ Secure profit opportunities by evolving existing businesses and creating new businesses in four fields of value creation
- Page 24 ▶ Maintain rapid growth of Qingdao Lion's business
- Page 24 ▶ Expand into new countries or areas
- Page 27 ▶ Expand social contribution by promoting environmentally friendly habits
- Page 41 ▶ Accelerate digital transformation (DX) (business foundations, operational streamlining)
- Page 41 ▶ Reinforce and make full use of systems infrastructure
- Page 29 ▶ Enhance management control
- Page 48 ▶ Accelerate the implementation of sustainability strategy
- Page 46 ▶ Advance the Lion Professional Fulfillment Reforms
- Page 47 ▶ Promote diversity and inclusion
- Page 44 ▶ Expand investment in personnel development and human capital (DX/Global/New businesses)

## Consumer Products Business (Japan)

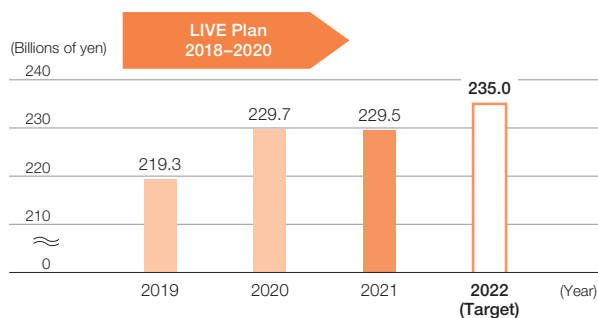


Creating new markets by redesigning habits through products tailored to changing lifestyles

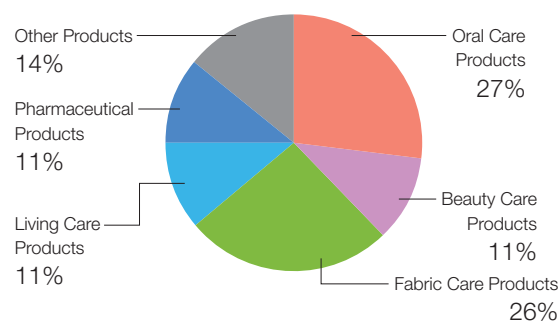
### Masayuki Takemori

Senior Executive Officer,  
Executive General Manager of Health and Home Care Products Division

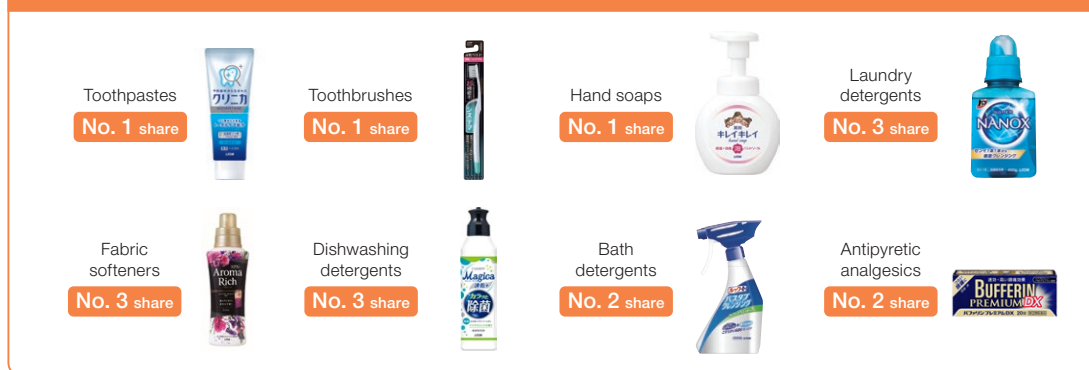
#### External Sales



#### Net Sales by Product Category in 2021



#### Market Position



Note: Market position (market share) in 2021 according to Lion Corporation survey

### Market Environment (Risks and Opportunities)

In Japan's consumer products market, lifestyle changes caused by the prolonged COVID-19 pandemic have heightened awareness of the importance of daily health and hygiene. Moreover, opportunities to reexamine lifestyles have increased, and changes in environmental consciousness continue to accelerate. Meanwhile, changes in work styles have also led to new consumer purchasing behavior, such as increased use of e-commerce. As Japan's population declines, it will not be enough to simply plan and develop good products. In order to achieve business growth, we must make new habit proposals, including services tailored to changes in consumer awareness and behavior, and build new business models.



## Consumer Products Business Strategy in Vision2030 1st STAGE

To drive market creation and business growth, we aim to redesign habits by proposing products tailored to changing consumer values and lifestyles. We will also contribute to the redesign of consumer habits by seamlessly providing new value proposals that go beyond the boundaries of our established product categories and businesses.

### Oral Care Products

Page 26 Oral Health

#### Shift to high-added-value oral care products and build a new oral health business model

As Japan's leading manufacturer of oral care products in terms of market share, we are driving market growth through a comprehensive strategy where we offer brands for various life stages and oral conditions. In addition, in 2022 we will launch a preventive habits solution business in collaboration with the industrial, public, academic and medical sectors, and nurture it into a growth driver.

### Beauty Care Products

#### Propose habits that promote mental and physical health through the beauty of cleanliness based on hygiene awareness

The *KireiKirei* brand has helped to promote the habit of hand washing and is now the leading hand soap brand in Japan. Although consumers recognize the importance of hand washing in preventing the spread of infection, we are aiming for further business growth by proactively promoting and proposing an even higher level of hygiene-related habits that go beyond hand washing.

### Fabric Care Products

#### Offer products tailored to changing lifestyles and propose new laundry habits

We aim to contribute to market growth by reinforcing our lineup of larger-size products—which we developed to address changing consumer purchasing behavior brought on by the pandemic—and offering highly concentrated liquid laundry detergents that are compatible with increasingly popular washing machines that automatically dispense liquid laundry detergent and fabric softener. At the same time, we will seek to create a new market by proposing new laundry styles that are compatible with sustainability, and promote sustainable laundry as the de facto standard.

### Living Care Products

#### Pursue more efficient, labor-saving housework and greater value in cleanliness and hygiene, and propose new housework habits for the next generation

Through the promotion of *CHARMY*, *LOOK*, and *REED*—brands that offer simplicity, convenience, and cleanliness in the housework routine, from dishwashing and bathroom/toilet cleaning to cooking—we will create new housework habits that are suited to the various lifestyles that have evolved as a result of the pandemic.

### Pharmaceutical Products

#### Propose self-care habits to ensure that individuals can choose the optimal solutions for their specific issues

We offer self-care solutions centered on *BUFFERIN* and *Smile* to enable consumers to deal with specific ailments and discomforts independently. We are also contributing to market expansion by developing our *Method* and *FERZEA* brand dermatologic solutions into the third pillar of the Pharmaceutical Products business.

#### Promote environmentally friendly habits alongside consumers by expanding our lineup of refill products

At Lion, we have used our detergent and hand soap refill products to establish the refill habit, which has reduced environmental impact. In the spring of 2022, we launched refill products for *NONIO Mouthwash*, the first in the oral care category. We will continue to propose new products to further establish the refill habit among consumers.



# Overseas Business

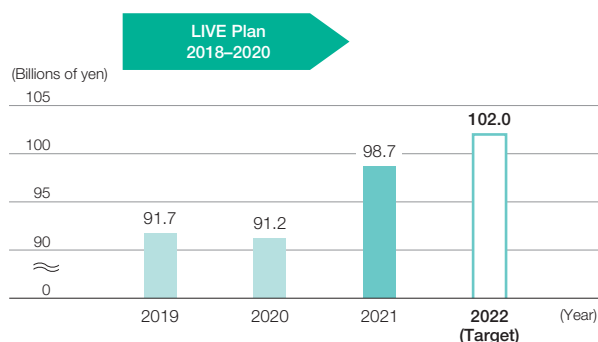


Accelerating reforms to grow net sales and increasing our presence in the markets of Asia

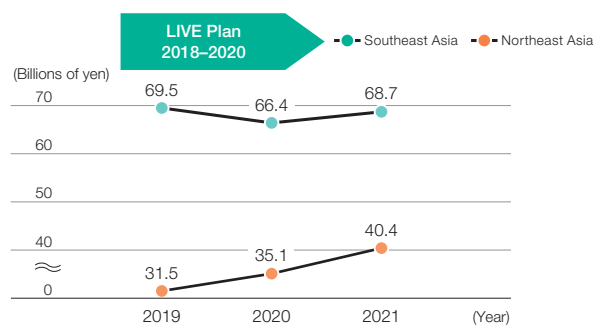
**Annette Ling**

Executive Officer  
Executive General Manager of International Division

## External Sales



## Net Sales in Southeast and Northeast Asia



## Market Position

### Lion Corporation (Thailand) Ltd.

Location: Bangkok

#### Categories in top 3

- Liquid soaps **No. 1 share**
- Hand soaps **No. 1 share**
- Toothpastes and toothbrushes
- Laundry detergents
- Dishwashing detergents



### Southern Lion Sdn. Bhd.

Location: Johor Bahru

#### Categories in top 3

- Laundry detergents **No. 1 share**



### Lion Corporation (Korea)

Location: Seoul

#### Categories in top 3

- Hand soaps **No. 1 share**
- Laundry detergents
- Dishwashing detergents



### Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.

Location: Qingdao

#### Categories in top 3

- Regular toothbrushes via e-commerce channels



Note: Market position (market share) in 2021 according to Lion Corporation survey

## Market Environment (Risks and Opportunities)

In the markets of Asia in fiscal 2021, Northeast Asia recovered quickly from the effects of the COVID-19 pandemic, while Southeast Asia suffered from prolonged lockdowns and restrictions on activity. As a result, consumption decreased and markets in each category were sluggish. With ongoing impacts from the pandemic, geopolitical issues, fluctuating exchange rates, and soaring raw material prices, the risk of market stagnation remains.

Regarding consumer behavior in Asia, although needs are diverse due to differences in economic conditions, religions and cultures, lifestyles and needs are becoming increasingly uniform, particularly in urban areas. Given changes in lifestyles caused by aging populations and the increase in middle-income households, as well as needs for healthcare products that help establish cleanliness and hygiene-related habits, there are opportunities for business growth through product proposals that are optimized to address the specific trends and features of each country and region.



## Overseas Business Strategy in Vision2030 1st STAGE

To become an advanced daily healthcare company in Asia, we will accelerate reforms to restore high sales growth

### • Key Strategies Page 22

- Reinforce strategies for each region through our glocalization strategy\*
- Shift to a cross-regional management system by transitioning from our conventional country-centered approach to a business-centered approach

\*Unique strategy for creating competitive advantage through a combination of globalization and localization

### Country/Area Expansion

#### • Expand Qingdao Lion business Page 24

- We will extend sales inland to regional centers from our previous focus on coastal cities and e-commerce.
- While maintaining our priority focus on oral care, we aim to expand into closely related fields, such as oral care for pets, a category we entered in 2021, and products for dental clinics.

#### • Expand into new countries or areas Page 24

We aim to expand operations into two or more new countries or areas during Vision2030 1st STAGE. We will also create an organization under the direct control of the president, hiring mid-career specialists from outside the Company to reinforce the M&A process.

### Category Expansion

#### • Reinforce the oral care products business

In each country and area, while considering different levels of knowledge and awareness of oral hygiene, as well as various income levels, and providing products accordingly, we will promote the creation of healthy living habits and firmly establish oral care habits through public awareness and informational activities. In addition to toothpastes and toothbrushes, we will also strengthen our lineup of mouthwash products, use of which has increased with rising health awareness.

#### • Expand the lineup of hygiene-related products

In tandem with rolling out *KireiKirei* brand hand soaps in each country and area, we will expand our lineup of hygiene products to meet local needs. We will also continue to proactively engage in public awareness activities aimed at establishing the habit of hand washing.



A public awareness activity to establish the habit of hand washing

#### • Enter new categories

Through product development driven by local insight, we aim to enter new categories in which we are not active in Japan and develop them into growth drivers. Looking ahead to post-pandemic markets in Asia, in 2022 in Singapore, we launched *SunoHada* skincare products for sensitive skin, a category which is expected to see major growth in the market. We plan to launch these products in other countries or areas.

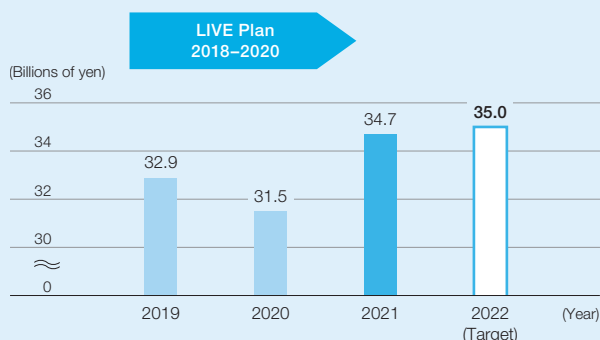


*SunoHada* products for sensitive skin launched in Singapore

# Industrial Products Business

## External Sales

Note: Total for the Industrial Products Business



## Detergents for Institutional Use



Dishwasher detergents



Hand soaps



Vegetable-washing systems

## Detergents for Institutional Use

**Providing Unique Cleanliness and Hygiene Solutions to Corporate Customers and Contributing to the Resolution of Social Challenges**

### Market Environment (Risks and Opportunities)

Although the prolonged COVID-19 pandemic has had a negative impact on customers in the restaurant and hotel industry, causing a slowdown in operations and store closures, it has also had a positive impact in the home meal replacement industry, where customers are benefiting from an increase in demand from people spending more time at home, and has spurred hygiene-related needs at medical and nursing care facilities. Going forward, the Lion Group needs to reinforce user-oriented product development and proposals by tailoring them to changes in its own and its customers' business environments.

### Institutional-use Detergents Strategy in Vision2030 1st STAGE

Using our ability to offer hygiene-related solutions that combine the washing technologies of the Lion Group and the specialized hygiene management expertise of Lion Hygiene Co., Ltd., we aim to drive growth by focusing on promising growth businesses—the vegetable-washing business, the hygiene business and the medical and nursing care facility business. We will also provide value in infection control from a B-to-B perspective.

#### • Vegetable-Washing Business

We aim to further evolve and expand the range of applications for the ozone sterilization technologies of our *Yasai Kirei MiBO* vegetable-washing and sterilization system, which is used by convenience store vendors and vegetable processing plants. Through the development of these technologies and the supply of detergents, we aim to provide a comprehensive range of solutions for food processing plants.

#### • Hygiene Business

We seek to acquire new customers by proposing comprehensive solutions that cover everything from restaurant kitchens to dining halls through the introduction of new hygiene diagnosis options (infection prevention) tailored to current social conditions, and the use of our *Hayaraku* HACCP system.

#### • Medical and Nursing Care Facility Business

For nursing care and daycare facilities, where demand continues to increase, we will step up our user-oriented initiatives based on comprehensive proposals in facility hygiene, infection countermeasures and laundry detergents.

#### Focus

#### Advantages of the *Yasai Kirei MiBO* Vegetable-washing and Sterilization System

By using microbubble ozone technology, the *Yasai Kirei MiBO* vegetable-washing and sterilization system leaves no sterilization agent residue and maintains the natural flavor and appearance of vegetables. Further, it contributes to the reduction of food loss by enhancing the freshness of the vegetables.



Lion Hygiene Co., Ltd. (Japanese)  
<https://www.lionhygiene.co.jp/>

## Chemical Products



## Chemical Products

### Becoming a Global Niche Company That Provides New Value for Industrial Customers' Next-Generation Products

#### Market Environment (Risks and Opportunities)

In the Chemical Products Business, continuous growth is expected in the electric vehicle (EV) market as we move toward a decarbonized society due to changing consumer lifestyles and awareness; in the semiconductor market due to the spread of 5G communications; and in the hygiene-related market. On the other hand, to minimize the substantial negative impacts of risks of soaring material prices, stability issues in product and raw material supply and delays in distribution, we need to build a stable business foundation.

#### Chemical Products Strategy in Vision2030 1st STAGE

Because of their high potential for future growth and as areas in which we have a thorough understanding of customer needs, we have positioned CASE (connected, autonomous, shared, and electric) technologies and sanitary products as our key categories, and will focus our management resources there. Further, leveraging the unique positioning of B-to-B, we will step up initiatives for addressing our Sustainability Material Issues through our customers' products and services, thus helping to enhance the value of the Lion Group's business.

##### • CASE (Markets centered on connected, autonomous, shared and electric technologies)

- In the growing secondary battery market, which has been driven by rising demand for EVs, we will expand the business by increasing production capacity for *KETJENBLACK* carbon black (KB), which has competitive advantages.
- In the anti-sticking agent business, where we hold the top domestic market share for general-use, powder-type anti-sticking agents, we will enhance customer value through the rollout of liquid polymer anti-sticking agents. We aim to capture top global market share for both.

##### • Sanitary Products (Healthcare market)

With regard to daily necessities and cosmetics raw material markets, we will develop products that meet the requirements of markets during and after COVID-19, and utilize our top-class primary raw material processing plants to provide nitrogen derivatives and functional polymers.

##### Focus

##### Competitive Advantages of KB

KB is an electro-conductive agent with a unique structure that can enhance range on a single charge. Increased use of KB is helping to popularize EVs, thus contributing to reduced CO<sub>2</sub> emissions through our customers.



Lion Specialty Chemicals Co., Ltd.  
<https://www.lion-specialty-chem.co.jp/en/>

# Research & Development



With the aim of “Becoming an advanced daily healthcare company,” we will foster innovation as a growth engine.

## Kosuke Tanaka

Executive Officer  
Executive General Manager of Research and Development Headquarters

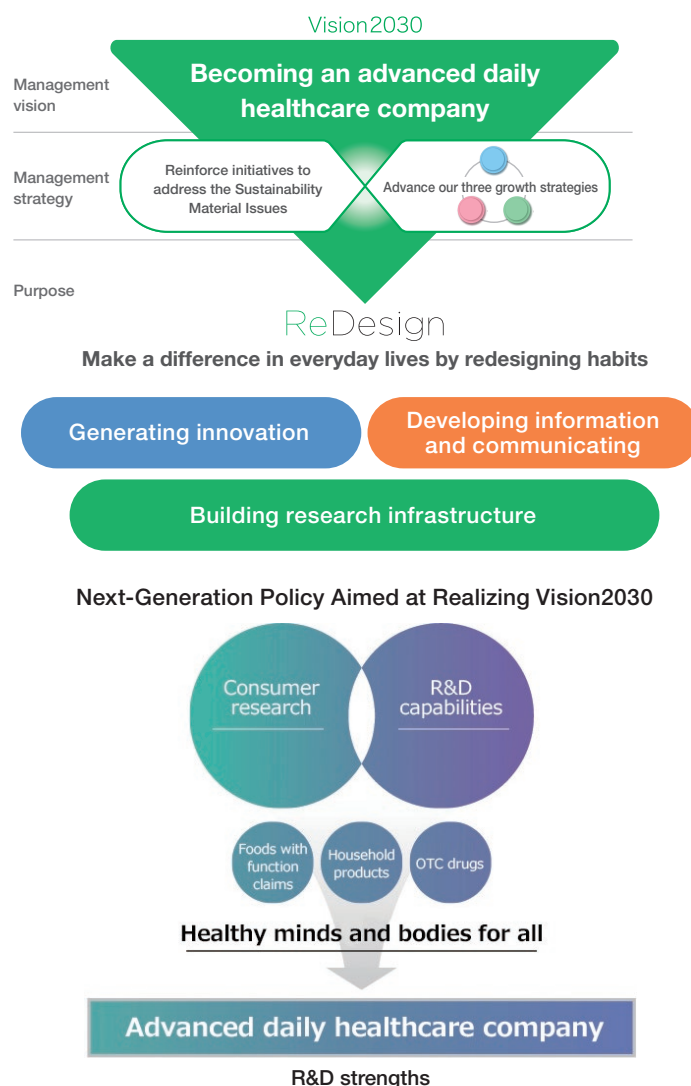
## The Mission, Strengths and Next-Generation Policy of Research & Development

The mission of the Lion Group's research and development is to put the Lion Group's purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” into practice through numerous innovations that contribute to business growth and the creation of a sustainable society. Through these innovations, we redesign consumers' living habits to meet their diversifying needs and ensure healthy minds and bodies for all. While focusing on the Lion Group's four fields of value creation,\* which guide the growth of the Group, we are taking on the challenge of cross-divisional innovation.

The foremost strengths of the Lion Group's research and development are its connections with consumers through the Lion products they use every day, and the wide-ranging expertise it has gained through consumer research. In addition, our technological development capabilities are backed by core technologies in oral care, life science, interface science, cleaning and formulation cultivated through product development in various business fields. Aiming for further innovation, we will combine these strengths to create new technologies in collaboration with universities, research institutes, and corporations both inside and outside Japan. We will also undertake digital transformation in our research activities to create new value that will enable us to contribute to redesigning habits from the consumer's perspective.

Furthermore, given the rapid rise in importance of sustainability in recent years, we are proactively working to develop products that are even more environmentally friendly, as well as to collaborate with other companies, universities and the government, among other initiatives.

\* Oral health, infection control, smart housework and well-being



### Research & Development

<https://www.lion.co.jp/en/company/rd/>



### Next-Generation Policy

<https://www.lion.co.jp/en/company/rd/structure/next-generation/>

## Key R&D Themes Aligned with Long-Term Strategies

### (1) R&D That Supports the Focus on the Four Fields of Value Creation and the Expansion of Businesses That Combine Products and Services

We are currently engaged in cross-divisional efforts to evolve our existing businesses and create new business models in the four fields of value creation that guide the growth for the Lion Group. In the field of oral health, in addition to proposing better oral healthcare habits for all ages through various products and informational activities, we are working on projects that use data on the oral condition of each individual to support the development of even more personalized oral health habits. Specifically, we have signed a comprehensive partnership agreement with Koshi City in Kumamoto Prefecture to provide citizens with opportunities to think about their own oral health by answering a simple questionnaire, either at home or on the go. We plan to use technologies that leverage machine learning to process data on gum conditions from

the smart app *HAGUKI CHECKER*, as well as health checkup data, to visualize participants' level of oral health. We will use the numerous technologies we have developed in our research laboratories to continue proposing new value in ways such as this.

*HAGUKI CHECKER*  
An app to check gum conditions



**HAGUKI CHECKER**

<https://haguki-check.lion-apps.jp/pc.html> (Japanese only)

### (2) R&D Initiatives Aligned with Glocalization Strategy

To expand the Overseas Business, the Lion Group is moving forward with glocalization\* to increase its presence in Asia's markets. In R&D, we are posting researchers overseas as necessary to investigate local lifestyles. This is helping us to discover promising needs that do not exist in Japan and to engage in new product development.

In Indonesia, the beauty care market for color cosmetics is beginning to expand owing to economic growth in recent years. In fact, we have positioned Indonesia as a key country in Southeast Asia in this category, and are working on product development with our local affiliate PT. Lion Wings. For a full-scale entry into the color cosmetics market, we carried out observational research on local cosmetics trends to clarify the desired qualities for Luminous Cushion, Two Way Cake, Loose Powder, Compact Powder, Matte Lipcream, and Long Lasting Lipstick. We also created a system for collaboration with external parties, including technical experts and raw materials producers, to implement an efficient formulation and production framework while complementing our range of technologies and expertise. As a result of these efforts, in September 2021 we simultaneously launched the above six products under the new *AZZURA* brand.

Among other issues, changes in physical environments, diets, lifestyles, hygiene awareness and other factors due to urbanization

in Singapore and other countries or areas in Asia have led to an increasing number of people with sensitive skin concerns, and corresponding growth of the market for products to address them. We responded by collaborating with a dermatologist to develop skincare products that moisturize dry skin and suppress itchiness. As a result of these efforts, we launched the new *SunoHada* brand in October 2021. Aiming for further business growth, we will expand rollouts of *SunoHada* products to neighboring countries.



The new *AZZURA* (left) and *SunoHada* (right) brands for the cosmetics business in Southeast Asia

\* A strategy for establishing unique competitive edges by combining globalization and localization

### (3) Development of Environmentally Friendly Products

Based on the LION Eco Challenge 2050, a set of long-term environmental objectives, the Lion Group aims to achieve a high level of plastic recycling. We have been working to reduce plastic use since the 1990s, and as of 2020 we had achieved a 43% reduction<sup>1</sup> in plastic used (per amount of product shipped) compared with 1995 in eight major product categories.<sup>2</sup> We are also proactively using recycled materials in our containers. In 2000, we began using recycled polyethylene terephthalate (PET) from beverage bottles in our dishwashing detergent containers. Furthermore, for the clear bottle of

our highly concentrated liquid laundry detergent *TOP SUPER NANOX*, which we renewed and relaunched in 2020, not only did we reduce plastic use by 20%, but we also made the bottle entirely from recycled PET, excluding components such as the nozzle and cap.

1. Converted to align with the standards of the Japan Soap and Detergent Association's reduction target for plastic usage for packaging (unit: plastic used per amount of product shipped)
2. Liquid laundry detergents, fabric softeners, bleaches, shampoos and conditioners, hand soaps, dishwashing detergents and household cleaners



## Initiatives to Promote the Key R&D Themes

### Enhancing Work Process Efficiency through Digital Transformation (DX)

We are proactively advancing digital transformation (DX) in order to enhance our operational efficiency. One application of DX is the use of AI in toothbrush development. Previously, toothbrush development was a time-consuming process. Based on their experience, expertise and ideas, researchers would examine shape, thickness, length and various other factors according to the product concept. Having AI learn from large volumes of past research has enabled highly accurate prediction in certain qualities of the product.

For example, in the case of bristle firmness, without having to create an actual sample, we can use AI to predict actual outcomes—whether the bristles will be hard, medium, or soft—and therefore determine whether the specifications are in line with the product concept and Japan Industrial Standards. We still need to create and evaluate an actual sample, but by using AI we have been able to shorten a process that previously took several days to about an hour or so, greatly enhancing development efficiency.

### Creating Mechanisms That Generate Innovation

To further drive transformation in the Lion Group's research and development, in 2018 we established the Innovation Lab. Currently functioning as an innovation hub for the entire Company, the lab contributes to the creation of a range of amazing new businesses that go beyond conventional systems. It provides services ranging from support for the ideation process, including workshop planning, visualization of past and current ideas and prototyping, to collaboration with the Business Development Center, and independent open innovation to provide new idea creation, product demonstrations and feasibility studies for commercialization.

We have implemented an initiative under which all of our researchers are allowed to use 15% of their working hours to investigate a theme of their own choosing. These themes do not necessarily have to be connected to researchers' main lines of work; our intention is to bring together researchers with common interests and concerns to work toward targets they themselves have set. To

date, this scheme has helped give rise to research themes that can create new value, broaden researchers' perspectives and foster an innovation mindset.

#### Focus

#### A Research Theme for New Value Creation

Taking advantage of this scheme, our researchers devised a method for detecting COVID-19 neutralizing antibodies. In a very short timeframe, they developed a new testing method that is more convenient and qualitatively superior to the immunochromatographic methods currently most commonly used. Less than two months from the start of their investigation, our researchers filed two patent applications. During implementation trials, they issued a request for a divisional, accelerated patent examination, and 11 months from the application filing, a patent was registered (Patent no. 7036979) with the Japanese Patent Office.

## Intellectual Property Initiatives

Lion's basic policy regarding intellectual property is set forth in its Behavioral Guidelines. These stipulate that we will strive to create, properly protect and actively utilize intellectual property, and that we will respect the intellectual property of others and not seek to improperly acquire or use it.

To promote and manage intellectual property initiatives, we have established a dedicated Intellectual Property Department under the direct control of management. The department coordinates investments in intellectual property with management strategies, ensures that intellectual property rights are used appropriately and conducts accurate information disclosure. In addition to

managing patents, trademarks and copyrights, the Intellectual Property Department protects and utilizes a wide range of other intellectual property and intangible assets, such as manufacturing and assessment methods (proprietary information) and healthcare data. An intellectual property committee, chaired by the director responsible for intellectual property, meets twice yearly to formulate intellectual property strategies and report and discuss progress on key measures.

The Intellectual Property Department at our Headquarters in Japan is in charge of managing and utilizing main overseas intellectual property rights, and works to eliminate counterfeit goods.

### Unique Intellectual Property Initiatives

Initiatives	Details
<b>Creating inventions that contribute to putting Lion's purpose into practice</b>	Focusing on technological developments that contribute to redesigning habits has led to the creation of inventions that provide new value. Our patented children's safety toothbrush, which promotes enjoyable tooth brushing for children and peace of mind for parents, was recognized as an outstanding invention with an invention promotion award in the 2020 Kanto Commendation for Invention organized by the Japan Institute of Invention and Innovation.
<b>Registering sound trademarks</b>	As of May 2022, we hold 10 registered sound trademarks, the most of any company in Japan. Since our founding, our marketing activities have emphasized sounds that are memorable to consumers, and our large number of sound trademarks demonstrates our outstanding ability to create and utilize recognizable sounds.
<b>Employee awards program for wide-ranging intellectual property initiatives</b>	We offer in-house Intellectual Property Contribution Awards to recognize employees' wide-ranging intellectual property initiatives. In fiscal 2021, nine individuals from various organizations inside and outside Japan were recognized for implementing counterfeit product countermeasures, educational video copyright administration and other activities.



CLINICA Kid's  
Toothbrush  
For children  
0–2 years old  
©Disney

# Supply Chain

Raw Material Procurement

Production

Distribution



We will deliver products to address the daily needs of consumers by building a sustainable supply chain management platform.

## Kei Minamikawa

Executive Officer

Executive General Manager of Supply Chain Planning Headquarters,  
Director of Administrative Department

## Improving Flexibility and Resilience across the Supply Chain

In 2022, we have reorganized the functions of supply chain management (SCM) departments and newly launched the Supply Chain Planning Headquarters. The reason for this is to quickly resolve SCM issues through focused, comprehensive response, data- and technology-based design and collaboration, both within chains of command and between SCM departments.

To ensure that Lion can continue to deliver products for the daily needs of consumers, we have been working to develop highly competitive SCM by boosting the resilience of our logistics system and framework for sustainable and stable raw material procurement and product supply. For example, to counter the increase in scale and severity of natural disasters in recent years, we have created alternate

delivery routes and backup hubs to ensure continuous product supply. We are also reinforcing efforts to adopt universal numbering to coordinate ongoing sales data processing. This will enable precise sales and operations planning, which will improve our production, sales and inventory management processes.

Going forward, procurement, production and distribution methods could change drastically as product personalization increases, resulting in demands for greater speed and flexibility throughout the supply chain. Therefore, in addition to our own efforts, we intend to lead the industry in promoting supply chain platform reforms to address issues across the supply chain.

### Building a Sustainable SCM Platform

#### Increase the flexibility and resilience of the entire supply chain

- ▶ Coordinate production, distribution and sales data (via a shift to universal numbering) to optimize inventories and minimize the occurrence of product shortages
- ▶ Upgrade BCPs (by securing multiple raw material suppliers and multiple transport and distribution routes)

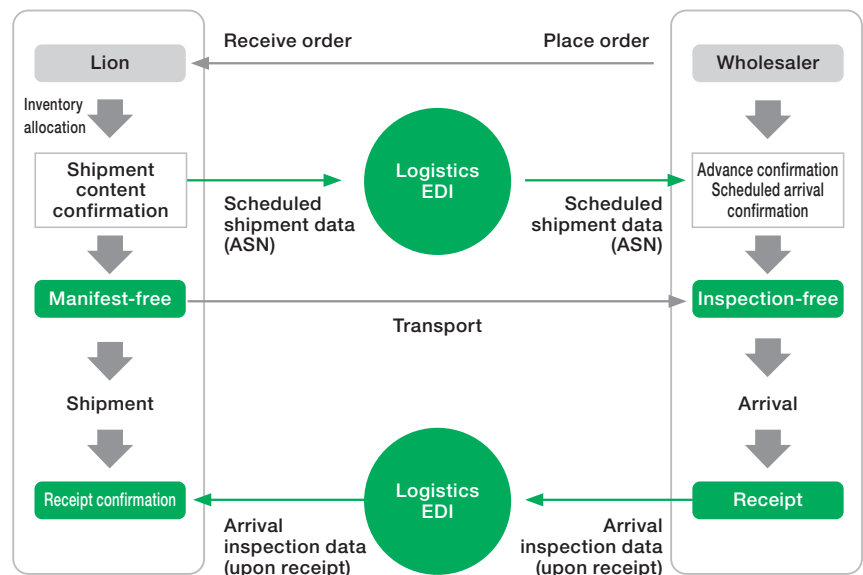
#### Continuously step up responsible supply chain initiatives

- ▶ Promote a logistics EDI concept (collaborative distribution involving industry peers) to achieve operational streamlining, reinforce our logistics crisis response capabilities, and curb CO<sub>2</sub> emissions and other environmental footprints

#### Expected effects

1. Improvement in the labor environment for drivers and warehouse workers engaged in loading and unloading
2. Increased labor productivity
3. Reduced environmental impact (reduced CO<sub>2</sub> emissions and use of paper)

### How We Achieve Operational Streamlining



## Sustainable Raw Material Procurement

### Promoting Sustainability with Materials Manufacturers and Production Contractors

The palm oil, paper, pulp and other raw materials that Lion uses must be harvested, processed and sold to suppliers before they reach the Group. If issues related to the environment, human rights or labor occur at any of these stages, even if they are not directly related to Lion, we could be held responsible.

In order to ensure sustainable procurement, Lion is reinforcing coordination with materials manufacturers and production contractors to realize more effective SCM. Lion's Procurement Principles clearly state its stance of considering legal compliance, environmental conservation and respect for human rights when selecting business partners. To help our suppliers understand the importance of sustainability initiatives, we require them to conduct self-checks based on the Lion Group Supplier CSR Guidelines. We only do business with suppliers that meet the standards set according to our key sustainability criteria.

We will continue to coordinate with our suppliers in building and operating a sustainable procurement system.

### Procuring Sustainable Raw Materials

Lion uses palm oil and palm kernel oil derivatives—renewable, carbon-neutral plant-based raw materials—in its body soaps, laundry detergents and dishwashing detergents. We also use paper and pulp in product packaging, booklets, pamphlets, copy paper and other office supplies. However, procurement of these materials often involves environmental problems such as deforestation, as well as human rights and labor issues, all of which can negatively impact sustainable development.

In response, based on our Sustainable Material Procurement Policy, we are using the frameworks of various certifications to promote sustainable procurement.

Item	Main Initiative
<b>Palm and palm kernel oil derivatives</b>	Procurement of RSPO <sup>1</sup> -certified oil derivatives
<b>Paper and pulp</b>	Procurement of FSC <sup>2</sup> -certified paper

1. Roundtable on Sustainable Palm Oil

2. Forest Stewardship Council

**WEB ▶ Lion Group Supplier CSR Guidelines**  
<https://www.lion.co.jp/ja/sustainability/businesscustom/valuechain/pdf/eng.pdf>

**WEB ▶ Sustainable Material Procurement Policy**  
<https://www.lion.co.jp/en/company/governance/policies/material-procurement.php>

## Increasing Production Capacity in Focus Areas to Grow Sales

At Lion, we are working to build a highly flexible, resilient and sustainable production and supply system to enable the timely provision of the products our customers need.

In the market for oral care products, one of Lion's mainstay business categories, demand continues to grow in line with diversifying tastes (needs) and increasing health awareness among consumers in Japan, and support from overseas customers for high-quality products made in Japan. Responding to this demand, in July 2021 we began operation of a new plant at the Lion Chemical Co., Ltd. Oleochemical Production Site ("LCCOC," located in Sakaide, Kagawa Prefecture), thereby boosting our supply capabilities by 70%. Nearby, Dai Nippon Printing Co., Ltd. has built a plant that produces laminated toothpaste tubes, enabling greater procurement efficiency and faster production through integrated production from toothpaste tubes to toothpaste.

In Japan, to respond to increasing demand for larger-size refill products for liquid laundry detergents and fabric softeners, we have installed new filling and packaging equipment at the Chiba Plant and the Osaka Plant, our main production sites, boosting their supply capacity by 60%.

Overseas, in line with growth in the powder laundry detergent market, Lion Corporation (Thailand) Ltd. ("LCT") has built a new spray-drying tower, which is one of the main pieces of production equipment, thereby doubling its supply capacity. Featuring solar panels and a heat recovery system for collecting and reusing heat from waste gas, this new spray-drying tower is more environmentally friendly than the two existing towers.

From another sustainability standpoint, in addition to updating plant equipment to energy-saving models and installing solar panels on production sites (see page 55), we hope to eventually be able to visualize the energy consumption of all of our factories, which will give us the insight we need to achieve even further energy savings.



The new spray-drying tower building at LCT

## Ongoing Reinforcement of Initiatives to Build a Responsible Supply Chain

One issue affecting the logistics industry in recent years has been the long working hours for truck drivers—in particular, the time they must wait for their cargo to be unloaded. To address this issue, in 2021 we introduced a berth reservation system at 10 of our logistics hubs for daily sundries. This has greatly reduced waiting time.

For cargo to be loaded and unloaded, trucks must be parked in a berth. Previously, when transporting goods from production sites to logistics hubs, trucks were unloaded in the order of their arrival. When the number of trucks exceeded the number of berths, there would invariably be an average waiting time of one hour or more per truck from arrival to unloading. The new system has helped to optimize truck dispatch, transportation and delivery by cutting annual waiting times for these 10 hubs by a total of about 66,700 hours. Furthermore, the reduction in engine idling time is expected to lower annual CO<sub>2</sub> emissions by around 68,900 tons.

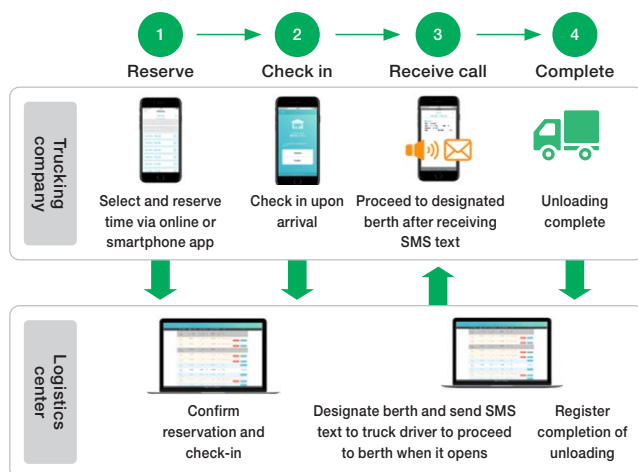
Aside from this initiative, we continue to promote shared use of vehicles and a joint two-way transportation program with companies from different industries, among other measures, as we promote initiatives to improve labor environments in logistics and reduce CO<sub>2</sub> emissions.

Meanwhile, we are taking the initiative in promoting the

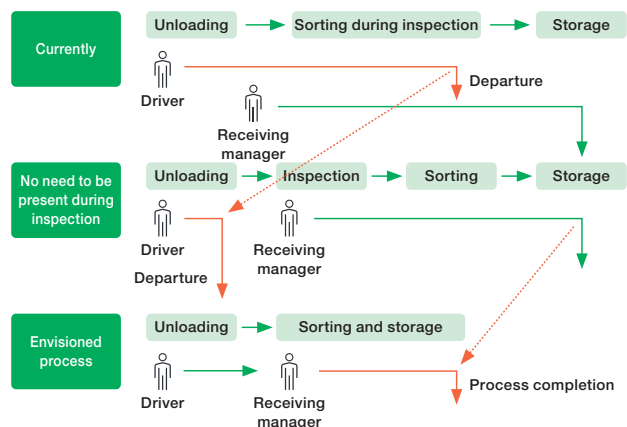
digitalization of logistics data platforms to solve logistics issues throughout the daily sundries industry. Using the logistics electronic data interchange (EDI) platform of PLANET, INC., which operates such systems for the logistics industry, we conducted demonstration testing using advanced shipping notices (ASNs) to digitalize delivery receipts and simplify inspections, and have commenced gradual expansion of ASN use for individual trucks in the wholesale industry.

In tandem with this, we are working to streamline and standardize frontline logistics operations as part of the Study Group for Logistics Productivity in the Supply Chain, which is hosted by the Distribution Economics Institute of Japan (“DEIJ”). The DEIJ comprises industry manufacturers and the logistics companies tasked with delivering their goods. In collaboration with other manufacturers and logistics companies, we are leading efforts to build a standardized supply chain model for the whole industry.

Through these initiatives, we aim to improve labor environments, boost labor productivity, and reduce environmental burden while building a sustainable, resilient supply chain platform for the entire industry.



Outline of Berth Reservation System Service



Envisioned Process for Using ASN for Inspection-free Shipment and Delivery

### Focus

### Efforts to Streamline and Standardize Frontline Logistics Operations

Faced with an imminent logistics crisis and calls to achieve the SDGs, the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism are using the Physical Internet\* Symposium and other platforms to seriously discuss roadmaps to digitalize and standardize logistics operations based on industry, government, and academia collaboration. Efforts such as these can boost momentum across society, and while we can expect advances in infrastructure development, actual operation of new mechanisms will depend on each corporation involved. At the DEIJ where I was seconded from Lion in 2022, we will drive industry-wide efforts and promote specific actions to enhance logistics efficiency. My role involves promoting these efforts on a day-to-day basis.

\* Taking its name from digital internet networks, the Physical Internet is an approach to logistics systems aimed at enhancing the efficiency of cargo transportation by having multiple corporations share their warehouses and trucks.



**Atsushi Kono**

Project Researcher  
The Distribution  
Economics Institute  
of Japan

# Human Resource Development



**We will generate dynamism in our personnel and organization by putting our purpose into practice and promoting professional fulfillment reforms.**

**Yoko Koike**

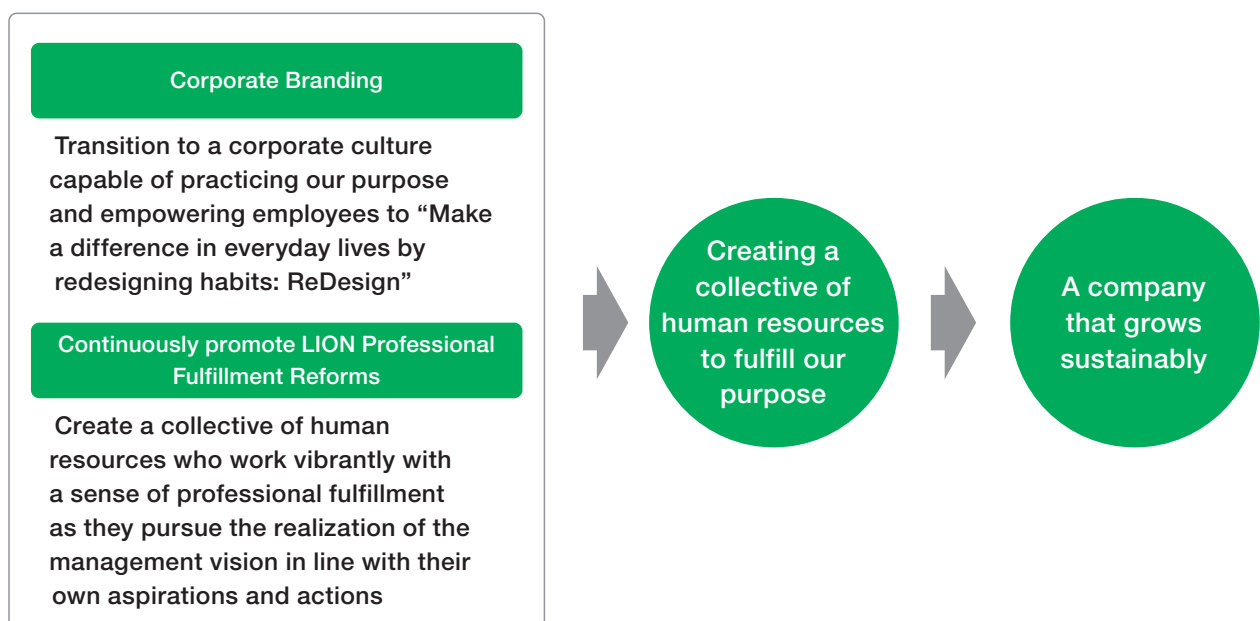
Executive Officer  
Director of Human Resources Development Center

## Human Resource Development Strategy to Realize Our Management Vision

One of the growth strategies of Lion's Vision2030 is "Generate dynamism to realize innovative change." Under this strategy, we aim to have all employees spurring on each other in their respective growth processes and operating as autonomous individuals in order to generate waves of innovative change; that is, dynamism, across the organization as a whole. To do so, we are promoting corporate branding based on understanding of and resonance with our purpose, "Make a difference in everyday lives by redesigning habits: ReDesign," to help employees feel real value in working for Lion, thus improving employee engagement. Furthermore, in addition to our efforts to

create employee-friendly workplaces from the perspective of human resource development—in everything from hiring to training, compensation and the fostering of healthy habits—we also aim to increase productivity and create new value by instilling a sense of professional fulfillment in every employee.

Through further advancement of corporate branding and LION Professional Fulfillment Reforms, we are helping employees fully display their diverse capabilities to form a collective of human resources that will embody our purpose. In this way, we will continue to transform for sustainable growth.



Together with Employees

<https://www.lion.co.jp/en/sustainability/employee/>

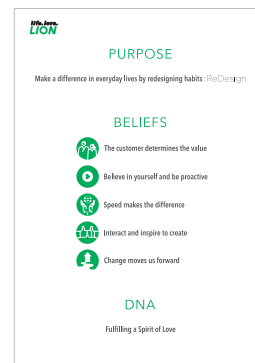


## Transition to a corporate culture capable of practicing our purpose and empowering employees

### Reorganizing Our Corporate Philosophy

Lion has reorganized its corporate philosophy to include a set of beliefs to guide employee decisions and actions as they seek to promptly and independently put the purpose into practice at the frontline, as well as the Group's DNA ("Fulfilling a Spirit of Love"), which has remained unchanged since its founding.

We will encourage employees to more strongly feel personal relevance in our purpose and transition to a corporate culture embodying our purpose by providing them with opportunities to practice.



Corporate Philosophy (page 1)

### Measures to Promote the Spread of Our Purpose and Beliefs

Active discussions are already underway to help employees interpret Lion's corporate philosophy in their own way. It is important that each department and individual within the Group considers their mission based on our purpose, and that they examine whether the actions they take to help achieve their mission are in line with Lion's beliefs. We will make time for employees to take a good look at the purpose and beliefs. Rather than simply issuing top-down directives, we will provide opportunities to share information and ideas, mainly through dialogue. Furthermore, to inculcate the purpose and beliefs, we will spread the word about purpose-driven activities, both internally and externally.

### Employee Awareness and Behavior Survey

We are administering the Employee Awareness and Behavior Survey to all domestic Group employees to verify whether each employee feels a sense of value in working for the Group and therefore highly engaged in their work. This year's survey gauged factors that influence levels of employee



Each work group's interpretations of the beliefs displayed along the corridor next to the cafeteria at the Odawara Plant

engagement—such as “ability to express individuality,” “job satisfaction,” and “ability to put the purpose into practice in one's work”—thus giving us a clearer picture of Group-wide progress in understanding and practice of the purpose.

Going forward, we will continue to make use of the survey and other measures that lead to further improvement in employee engagement to ensure that employees can achieve professional and personal fulfillment through enthusiasm for the purpose.

#### Focus

#### Establishment of the Culture Lab

To achieve Vision2030, we must review and improve internal activities that have up until now been conducted as a matter of course. We established the Culture Lab to carry out activities to unify and enhance the efforts and policies of each department from a Group-wide perspective. Specifically, discussions among employees brought together from various departments, ranks and roles will accelerate corporate culture reforms. The Culture Lab will address various questions, including “How can we ensure active communication among different-ranking employees?”, “How can we speed up the dissemination and acquisition of information?”, and “How can we encourage employees to establish lofty goals on their own initiative?”



**Shohei Fujimura**  
Director-Corporate Culture

## Continuously Promoting Diverse Work Styles for the New Normal

### Overview and Goals of the LION Professional Fulfillment Reforms

Lion aims to ensure that individual employees are able to take total ownership of their roles and exercise their abilities to the fullest. To this end, in 2019, we launched a new initiative, the LION Professional Fulfillment Reforms, focused on health, work styles and enabling diverse personnel to participate more fully and advance professionally. The reforms comprise four initiatives: Work management, Work styles, Strengthen relationships and, as the foundation supporting the first three, Lion-style health

support, “GENKI” Action.

The COVID-19 pandemic has led to changes in work styles and values for many employees. Amid such changes in the external environment, the Human Resources Development Center is striving to ensure that employees can maintain their sense of professional fulfillment and find the work styles that are best for them by upgrading environments and systems under the framework of the Reforms and implementing a variety of measures to address the new normal created by the conditions of the pandemic.

### LION Professional Fulfillment Reform Framework



### Work styles

#### Creation of Diverse, Flexible Work Environments (telecommuting, side businesses, side jobs, etc.)

In January 2021, we introduced telecommuting and full-flex systems (eliminating core time). Due in part to the pandemic, around 50% of employees continue to work remotely. Moreover, approximately 100 employees currently have side jobs, suggesting that independent, diverse work styles have begun to take root.

### Strengthen relationships

#### Management Skill Improvement Program to Enhance Employee Relationships

We are currently implementing a program for the 600 members of management in the Lion Group to help them redefine their relationships with their subordinates. The program will run for a total of three years, with 100 members of management taking part every six months. To achieve true professional fulfillment, it is essential to improve relationships among employees. As such, this program brings together management and all other Group employees to strengthen workplace relationships under the key concept of psychological safety.

### “GENKI” Action

#### Health and Productivity Management to Improve Employee Health

Despite the ongoing pandemic, following strict infection prevention countermeasures, we held dental checkups at 12<sup>1</sup> of our business sites, for approximately 56%<sup>2</sup> of employees. Elsewhere, we have introduced the new health management system GENKI Navi to help visualize health conditions, and are raising employees' awareness of the importance of health. We are also working to improve our health guidance and consultation services by enabling employees to use a mobile device or PC to check the results of their health checkups and log lifestyle data such as diet and exercise. As part of our countermeasures to three common types of cancer, around 200 employees underwent detailed examinations for stomach, colon and lung cancer. Through these initiatives, we are reinforcing health and productivity management while improving employee health.

1. Checkups were cancelled at three business sites (Headquarters, Sapporo office, and Fukuoka office) due to states of emergency.  
2. Percentage of employees at each business site.

## Continuous Acquisition and Development of Human Resources Who Can Drive Company Growth

### Diversity and Inclusion to Promote Innovation

For us to continue speedily generating new value through solutions to lifestyle and social challenges, we must make full use of the diverse insight of diverse personnel to create new concepts and innovations.

We are developing an environment and culture in which employees can respect each other's diverse values and ideas and fully demonstrate their individuality and abilities, regardless of nationality, gender or any other personal traits.

In addition, we are proactively hiring and promoting a diverse range of personnel, including women, non-Japanese nationals and mid-career individuals with a wide variety of work experience.

With regard to the number of women promoted to management, an area in which Japan is lagging behind other countries, we will continue to develop female employees for leadership roles. Our targets for the ratio of women in management\* are 30% or more for the Lion Group and at least 35% for Lion Corporation by 2030.

\* Personnel holding managerial positions at the level of manager or higher

Diverse Human Resources	Initiative
Mid-career hires	Hiring mid-career individuals with the knowledge and experience to be an immediate asset
Side job applicants	Bringing in new ideas by hiring individuals with specialized expertise from outside the Group to work side jobs
Global human resources	Developing and utilizing global human resources, including foreign nationals, as part of efforts to advance business globalization
People with disabilities	Proactively hiring people with disabilities

### Stepping Up Development of Global and Digital Human Resources

In the Overseas Business, which is key to Lion's growth, developing global personnel is an urgent matter. To accelerate the growth of our Asia business, we are also moving forward with the development of leaders for our globalization strategies. In 2021, we launched a global personnel development program for younger and mid-level employees to gain first-hand experience in our Asia business. Through efforts such as these, we will support the development of employees with outstanding expertise who can be successful in all of Asia, including Japan.

It will also be important to make up-front investments to drive digital transformation and create new business models. We will work to further improve our overall productivity through the development of personnel who can lead digital transformation that streamlines our business foundation and work processes.



Employees taking part in the global personnel development program

#### Focus

#### About Human Resource Strategy—Diversity and Inclusion

As we aim for sustainable corporate growth on a global scale, we will work to eliminate gender gaps in career development, housework and childcare.

In Japan, which ranks low on the Global Gender Gap Index,\* many people have biases on the roles of men and women. We aim to throw out conventional ideas and preconceptions about what men and women can or cannot do, as well as regarding their suitability for various roles, and create an environment in which employees can take on any challenge regardless of their gender. In doing so, we will support diverse work styles and careers.

Specifically, we will

- Foster a corporate culture of acceptance for diversity, in which unconscious bias in workplaces and the overall organization is addressed through attention, understanding and positive action
- Provide female employees with more opportunities, a mentoring program to support their development, and empowerment seminars
- Encourage male employees to take childcare leave and participate in housework

We believe that broadening roles both at work and at home can improve personal motivation and help employees develop better habits. We will continue to promote the generation of these and other positive outcomes.

\* 120th out of 156 countries (Global Gender Gap Report 2021)



**Azusa Yamauchi**

Director-Special Diversity & Inclusion



Promoting Diversity & Inclusion

<https://www.lion.co.jp/en/sustainability/employee/various/>

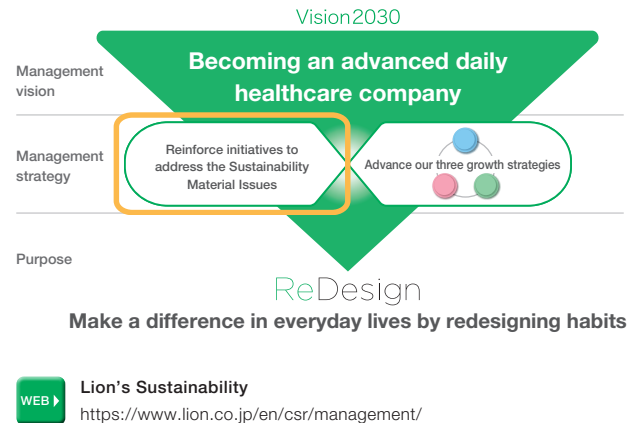
# Sustainability

## Addressing the Sustainability Material Issues to Achieve Our Management Vision

### Approach to Sustainability

Upholding its founding spirit of “benefiting society through its business activities,” Lion, in addition to pursuing economic development, has long considered its impact on the environment and society and worked to address related issues.

At present, we are tackling key management issues to reduce risks and achieve our management vision for 2030 of “Becoming an advanced daily healthcare company.” At the same time, we are practicing management driven by our purpose, “Make a difference in everyday lives by redesigning habits: ReDesign.” The Lion Group will synergistically address its Sustainability Material Issues and advance three growth strategies in order to contribute to the realization of a sustainable society and achieve business growth.



### Identifying Material Issues

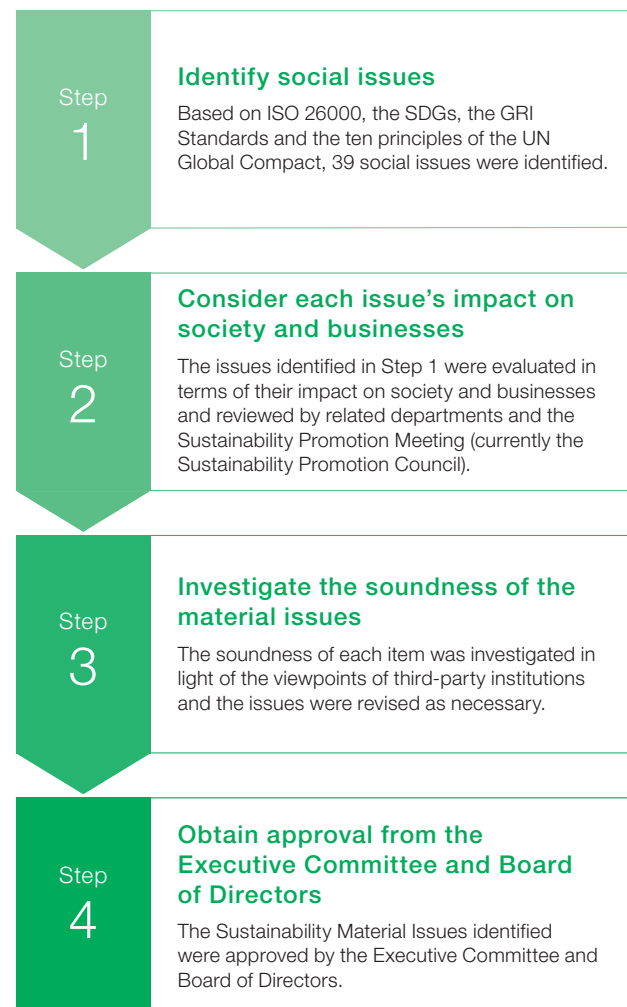
The Lion Group's goals for 2030 include realization of the management vision and contributing to the realization of the SDGs. In order to achieve these goals, in 2020 we applied the steps shown on the right to revise the Sustainability Material Issues to address over the coming decade. These Sustainability Material Issues are relevant to both the Lion Group and society at large and, with the goal of helping to realize a healthy future for people and the planet, their selection was informed by broad business, environmental and social sustainability perspectives. In identifying these issues, we comprehensively considered the entire value chain and interests of Lion's stakeholders in order to understand the risks and opportunities each represents.

In particular, we have positioned “Creating Healthy Living Habits” and “Promoting Environmental Initiatives for a Sustainable Planet” as top priority material issues that we must invest management resources in to secure a competitive advantage. In addition, we revised our objectives and other indicators in 2021 due to the COVID-19 pandemic and drastic changes in the social environment.

#### Our Approach to Identifying Sustainability Material Issues

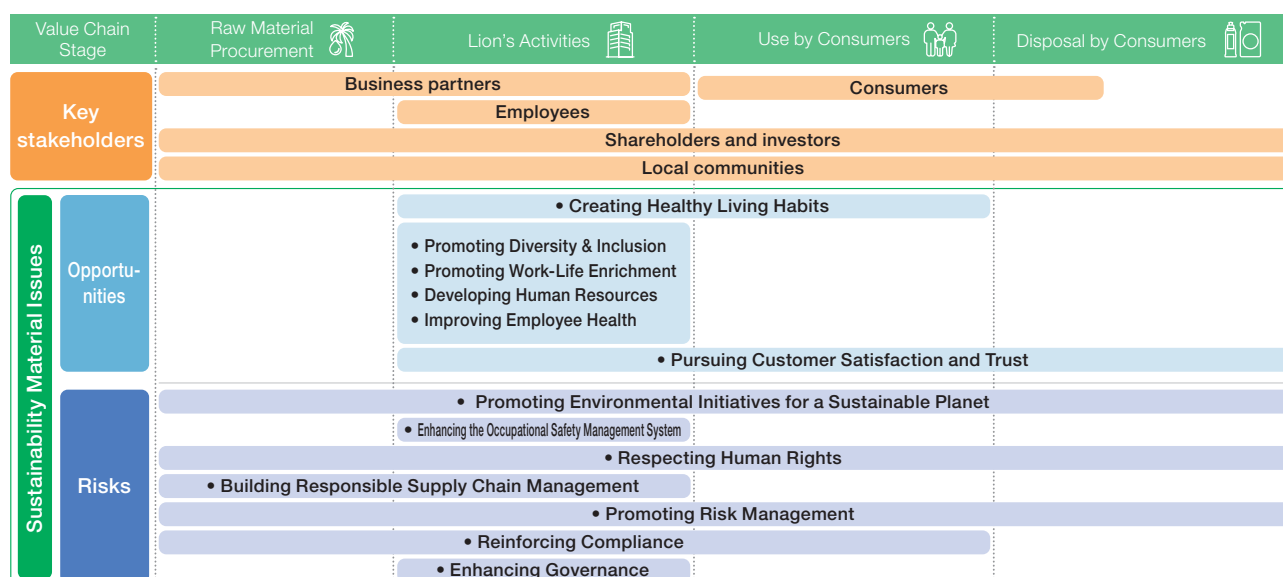


#### Steps for Identifying Sustainability Material Issues



## Risks and Opportunities Related to Sustainability Material Issues in the Value Chain

Lion has classified its Sustainability Material Issues as presenting either risks or opportunities based on considerations of the entire value chain and its stakeholders.

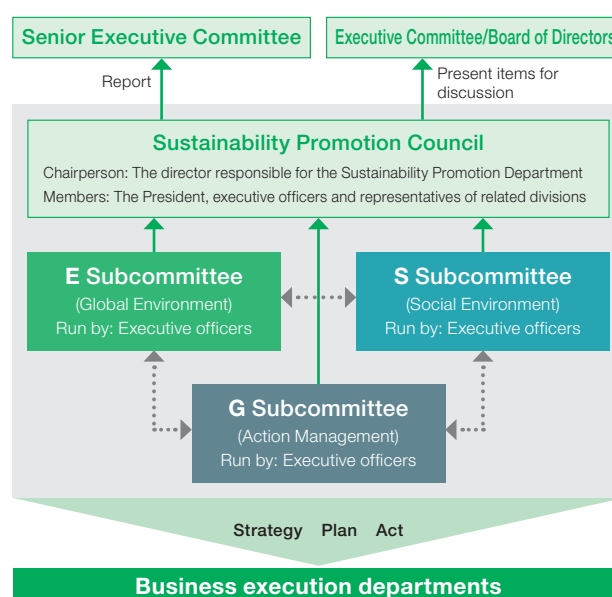


## Sustainability Management

### Sustainability Promotion Council

In order to promote sustainable management, until 2020 we held the Sustainability Promotion Meeting, comprising all executive directors, including the president, and related departments. In 2021, we revised this system and established the Sustainability Promotion Council, which meets twice a year.

We have established three subcommittees under the council, each headed by an executive officer, positioning top management at the forefront of promoting Sustainability Material Issues more than ever before. Decisions made by the council are reported to the Senior Executive Committee and, as necessary, presented to and discussed by the Executive Committee and the Board of Directors, before being reflected in the business activities of the business execution departments.



#### Focus

#### Expectations for Evolving Sustainability Management














The Audit & Supervisory Board makes sustainability a priority theme each fiscal year. I have been working in the field of sustainability for many years. As such, I look at how issues related to the environment (E) as well as people and society (S) are decided upon in the Lion Group (i.e., governance (G)), including decisions by the Board of Directors. The Sustainability Promotion Council is an extremely important body as it gives specific instructions with regard to sustainability issues and demonstrates leadership in dealing with investments, risk and progress management, among other issues. The president, the director in charge of sustainability, directors responsible for other areas and executive officers in charge of operations are all driven by the same purpose. As they are serious about their work, conflict can sometimes arise. However, I am encouraged by the fact that the more often we meet, the more often we are able to come up with various innovative ideas. Going forward, there is urgent need to disclose non-financial information more effectively. This is due to the growing realization that addressing ESG-related issues is directly connected to corporate value over the medium to long term. Our challenge will be to convey to society and the market what it is that Lion does and the ways in which it contributes to a sustainable society by redesigning habits.








**Atsuko Suzuki**  
External Audit & Supervisory  
Board Member



## Sustainability Material Issues, 2030 Objectives and Indicators, 2021 Results and Measures to 2030

	Material Issues	Objectives	Indicators (2030)
E	Promoting Environmental Initiatives for a Sustainable Planet 	Reduce CO <sub>2</sub> emissions throughout business activities.	• CO <sub>2</sub> emissions throughout business activities ⇒Down 55% compared with 2017 levels (Absolute quantity)
		Reduce CO <sub>2</sub> emissions throughout product life cycles.	• CO <sub>2</sub> emissions throughout product life cycles ⇒Down 30% compared with 2017 levels (Absolute quantity)
		Achieve a CO <sub>2</sub> emissions reduction effect in excess of Lion's own emissions to help society become carbon negative.	• Contribute to a CO <sub>2</sub> emission reduction effect in excess of Lion's own emissions (Japan)
		Promote actively the 3Rs (reduce, reuse, recycle) and renewable activities.	• Petrochemical-derived plastic use rate ⇒70% or less
		Reduce water usage throughout product life cycles.	• Water usage throughout product life cycles ⇒Down 30% compared with 2017 levels (Per unit of net sales)
S	Creating Healthy Living Habits 	Provide opportunities for everyone to practice oral care whenever necessary and foster oral care habits to promote health for all.	• Persons provided with products, services and information aimed at creating healthy living habits ⇒1 billion <Oral care: 500 million, Cleanliness and hygiene: 500 million>
		Promote the establishment of hygienic habits that prevent bacteria and viruses from entering the body across all aspects of daily living.	
	Promoting Diversity & Inclusion 	Enable human resources with diverse values and ideas fully express their individuality and abilities and succeed professionally.	• Ratio of women in management ⇒30% or more • Employees who feel that employees with diverse values are able to succeed professionally ⇒80% or more
	Promoting Work-Life Enrichment 	Create an environment that helps employees fulfill their ambitions through synergy between work and private life.	• Employees who feel that life outside of work (role at home and external activities) has a positive impact on work ⇒75% or more
	Developing Human Resources 	Foster human resources who generate dynamism to realize innovative change by creating environments that allow all employees to exercise their diverse abilities to the fullest and embrace challenges.	• Employees who are using diverse educational programs (Lion Career Village) for individualized skill acquisition and ability development ⇒100%
	Improving Employee Health 	Support mental and physical healthcare for employees to reinforce Group human resources and achieve sustainable corporate growth.	• Employees getting dental checkups ⇒100% • Absenteeism ⇒Improve from the 2021 level
	Enhancing the Occupational Safety Management System 	Enhance systems to ensure compliance with occupational safety and health laws and regulations and to enforce safety awareness thoroughly for the safety and peace of mind of employees and outside partners working on site.	• Participation in safety education and training ⇒Implement as planned (100%) at work sites • Compliance with occupational safety and health laws and regulations Serious accidents and incidents ⇒Zero
	Respecting Human Rights 	Ensure respect for the human rights of all stakeholders affected by Group business activities, in line with the LION Human Rights Policy.	• Human rights due diligence implementation for material human rights issues ⇒100%
	Building Responsible Supply Chain Management 	Implement sustainable procurement with zero tolerance for human rights and labor problems (including child labor and forced labor) or environmental destruction in line with the Sustainable Material Procurement Policy and Lion Group Supplier CSR Guidelines.	• Procurement of third-party certified paper and pulp (FSC, PEFC, etc.) and palm oil, palm kernel oil and their derivatives (RSPO, etc.) ⇒100% • Procurement of third-party certified paper and pulp (FSC, PEFC, etc.) and palm oil, palm kernel oil and their derivatives (RSPO, etc.) from suppliers that support efforts aimed at zero deforestation ⇒100%
	Pursuing Customer Satisfaction and Trust 	Promote and reinforce customer-oriented business activities by improving customer support quality and the value of products and services.	• Customer opinions are reflected in all products and services so that customers will continue to choose them
G	Promoting Risk Management 	Build a comprehensive and exhaustive risk management system for identifying and quickly and appropriately dealing with risks to achieve sustainable corporate growth.	• Disclosure of the results of monitoring significant business risks and progress in implementing reduction measures ⇒At least once a year
	Reinforcing Compliance 	Reinforce effective initiatives to instill compliance awareness and thus earn and maintain the trust of society.	• Participation in compliance education and training ⇒Implement as planned (100%) at work sites • Serious compliance violations ⇒Zero
	Enhancing Governance 	Build a sound, fair, transparent and highly effective governance system to enable sustainable corporate value enhancement.	• Disclosure of the results of the establishment and operation of the internal control system ⇒At least once a year • Improvement in evaluations from external organizations ⇒Continuously improve from the 2020 onward

\* The Sustainability Material Issues and objectives published in 2021 have been partially revised.

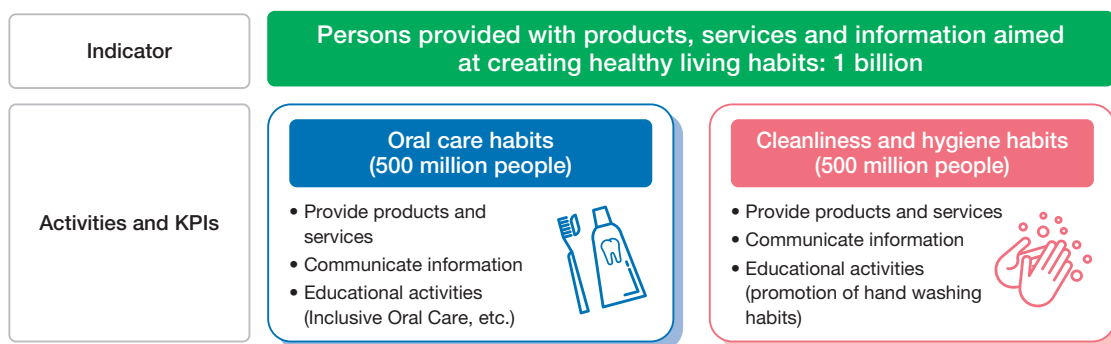
Progress (2021 results)	Globally Common Measures to 2030	Related SDGs
<ul style="list-style-type: none"> <li>Down 7% compared with 2017</li> </ul>	<ul style="list-style-type: none"> <li>Reduce energy usage through energy-saving activities.</li> <li>Purchase electricity generated by renewable energy sources.</li> </ul>	
<ul style="list-style-type: none"> <li>Up 10% compared with 2017</li> </ul>	<ul style="list-style-type: none"> <li>Reduce household CO<sub>2</sub> emissions from product use through the provision of environmentally friendly products and services and the promotion of environmentally friendly habits.</li> <li>Reduce CO<sub>2</sub> emissions at the stage of procurement through supplier engagement and the purchase of raw materials that generate low CO<sub>2</sub> emissions.</li> </ul>	
<ul style="list-style-type: none"> <li>Plan to formulate actions and KPIs and verify their effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Reduce society's overall CO<sub>2</sub> emissions through collaboration with other industry actors and companies.</li> <li>Reduce household CO<sub>2</sub> emissions through provision of environmentally friendly products and services.</li> </ul>	
<ul style="list-style-type: none"> <li>95% (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Reduce usage of petrochemical-derived materials through the increased use of recycled plastic and biomass materials in products, containers and other packaging.</li> <li>Continuously promote reduced use and reuse of plastic in products, containers and other packaging.</li> </ul>	
<ul style="list-style-type: none"> <li>Down 2% compared with 2017</li> </ul>	<ul style="list-style-type: none"> <li>Reduce water usage by consumers through the provision of water-saving products.</li> </ul>	
<p>Oral care: 150 million</p> <ul style="list-style-type: none"> <li>Launched <i>CLINICA</i> and <i>SYSTEMA Gel Toothpaste</i> for use with electric toothbrushes</li> <li>Launched <i>Lightee Toothpaste</i> for whitening</li> <li>Spread the habit of after-lunch tooth brushing at the workplace</li> <li>Conduct initiatives under the Okuchikarada Project for children Inclusive Oral Care</li> <li>Released an animated video showing how to brush teeth with mouth closed.</li> <li>Released "Ee, Ha," a tooth brushing song to promote the formation of proper tooth brushing habits among children</li> </ul>	<ul style="list-style-type: none"> <li>Increase range of products and services that promote the creation of better oral care habits.</li> <li>Reinforce educational and awareness activities aimed at establishing preventive dentistry and better oral care habits.</li> <li>Promote activities to address personal and social challenges through Inclusive Oral Care.</li> </ul>	
<p>Cleanliness and hygiene: 120 million</p> <ul style="list-style-type: none"> <li>Launched <i>KireiKirei Blue</i> series to combat viruses in daily life</li> <li>Launched <i>Pocket Size KireiKirei Medicated Foaming Hand Soap</i> for use whenever, wherever</li> <li>Launched <i>KireiKirei Medicated Foaming Hand Soap Auto Dispenser</i> for touchless dispensing</li> <li>Began the <i>KireiKirei Relay Project</i> to help create a clean and hygienic environment</li> <li>Began "Let's Join Together to Promote Habits for Cleanliness! Produced by <i>KireiKirei</i>" for educational institutions</li> <li>Released "If I Wash My Hands Together With You", a song to help encourage children to join the hand-washing crowd</li> </ul>	<ul style="list-style-type: none"> <li>Provide products and services that support the establishment of hand cleanliness and hygienic habits in daily living.</li> <li>Provide new customer experiences in all aspects of daily living through the provision of products and services that protect customers from bacteria and viruses.</li> <li>Implement educational and awareness-raising activities to establish cleanliness and hygienic habits in all aspects of daily living.</li> </ul>	
<ul style="list-style-type: none"> <li>Ratio of women in management: 20%</li> <li>Employees who feel so: 56% (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Provide opportunities for employees to deepen their understanding of diverse values.</li> <li>Create systems and mechanisms for diverse human resources to succeed professionally.</li> </ul>	
<ul style="list-style-type: none"> <li>54% (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that enables employees to fulfill their life ambitions and achieve their ideal lifestyles.</li> </ul>	
<ul style="list-style-type: none"> <li>56% (Japan)</li> </ul> <p>Note: Programs are being introduced in stages (Overseas)</p>	<ul style="list-style-type: none"> <li>Introduce e-learning system and curriculum that meet the needs of overseas Group companies.</li> <li>Create mechanisms that will be used to provide contents for learning opportunities on an ongoing basis.</li> </ul>	
<ul style="list-style-type: none"> <li>Employees getting dental checkups: 56% (Japan; stopped during state of emergency)</li> </ul> <p>Note: Support for dental checkups is provided (Overseas)</p> <p>Absenteeism: 0.7% (Japan)</p> <p>Note: Calculation method under consideration (Overseas)</p>	<ul style="list-style-type: none"> <li>Use a self-administered daily oral care program and regular dental checkups to create an environment that allows all employees to implement a PDCA cycle and to provide information and learning opportunities regarding oral self-care.</li> <li>Provide opportunities for management to learn about checking the mental health of subordinates and for all employees to learn about caring for their own mental health.</li> <li>Improve health literacy by providing information that helps employees understand their own health conditions and future risks, as well as what preventative actions to take in their daily lives.</li> </ul>	
<ul style="list-style-type: none"> <li>Participation in training: 100% as planned</li> <li>Serious accidents and incidents: Zero</li> </ul>	<ul style="list-style-type: none"> <li>Provide opportunities to learn about safety and disaster prevention, and implement activities to promote understanding of basic safety activities.</li> <li>Build mechanisms for exchanging safety information, and proactively disclose information on levels of workplace safety based on the management of records of occupational accident frequency.</li> </ul>	
<ul style="list-style-type: none"> <li>Currently studying methods for assessing risk of human rights violations</li> </ul>	<ul style="list-style-type: none"> <li>Build a mechanism for addressing human rights issues.</li> <li>Identify material human rights risks and verify how those affected are negatively impacted.</li> <li>Execute and monitor measures for addressing human rights risks that have been identified.</li> <li>Proactively disclose status of response to human rights due diligence.</li> </ul>	
<ul style="list-style-type: none"> <li>Ratio of certified raw materials procurement Japan: Certified paper and pulp: 65% (item ratio) Certified palm oil and palm kernel oil derivatives: 93% (based on key raw materials) Overseas: Certified paper and pulp: Procurement to begin in stages Certified palm oil and palm kernel oil derivatives: Procurement to be considered</li> <li>Ratio of suppliers supporting zero deforestation: 50% (Japan)</li> </ul> <p>Note: Surveys to begin in stages (Overseas)</p>	<ul style="list-style-type: none"> <li>Create and promote a sustainable procurement system in cooperation with suppliers.</li> </ul>	
<ul style="list-style-type: none"> <li>In addition to a monthly newsletter aimed at quickly discovering issues and trends through the voice of the customer, in February 2022 we launched a new weekly VOC newsletter (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Evolving the activities of customer response departments by steadily promoting three steps: Understand the current situation → Formulate plans → Promote activities</li> <li>Create an environment for improving customer relationships and expanding the range of problem resolution methods.</li> <li>Create and implement a system for reflecting customer feedback in products and services.</li> </ul>	
<ul style="list-style-type: none"> <li>Disclosed once</li> </ul>	<ul style="list-style-type: none"> <li>Build and raise awareness of a management system that includes overseas Group companies.</li> <li>Use a consistent format for investigating risks and implement countermeasures.</li> <li>Share information on progress of response through reports to the Board of Directors once a year.</li> </ul>	
<ul style="list-style-type: none"> <li>Participation in training: 100% as planned</li> <li>Serious compliance violations: Zero</li> </ul>	<ul style="list-style-type: none"> <li>Build and enhance a compliance system that includes overseas Group companies.</li> <li>Further inculcate through ongoing implementation of management and employee training and questionnaires, etc.</li> <li>Improve Group-wide risk perception and accelerate risk response by designating compliance managers at overseas Group companies and building a global hotline.</li> </ul>	
<ul style="list-style-type: none"> <li>Disclosed once</li> <li>As in 2020, continued activities to improve evaluation results</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate and disclose results of the operation of the current internal control system.</li> <li>Clarify status of establishment of internal control systems at overseas Group companies and evaluate their operation.</li> <li>Continuously and proactively disclose governance-related non-financial information.</li> </ul>	

## Creating Healthy Living Habits

Top Priority Material Issues

At the Lion Group, we believe that enhancing basic living habits, like tooth brushing and hand washing, is at the core of our value creation. As awareness of and social demands related to health and hygiene continue to grow, we will contribute to the creation of healthy living habits for 1 billion people in our business areas by further promoting and advancing our purpose, “Make a difference in everyday lives by redesigning habits: ReDesign.”

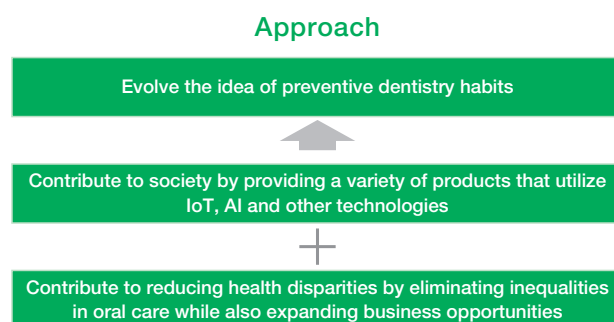
### Lion Group Initiatives for 2030



### Approach to Establishing Oral Care Habits –From tooth brushing habits to preventive dentistry habits

To date, the Lion Group has worked to establish tooth brushing habits to maintain and improve overall oral health, including the prevention of cavities and gum disease. With the theme of “realizing healthy minds and bodies,” we will strive to evolve the idea of preventive dental habits through self-care that can be done at home as well as professional care through the guidance of dentists and dentistry experts. We will make use of AI and IoT to promote enjoyable preventive dentistry habits, while also broadening our solutions in other ways to benefit the lives of people. Furthermore, we will work with local governments to promote preventive dentistry habits with people whom we previously have not been able to focus on. By providing people with opportunities

to engage in proper oral care, we will realize “Creating healthy living habits.”



### Inclusive Oral Care –A project to support oral and physical health among people in various situations

To ensure that anyone can develop effective oral care habits, we are increasing opportunities for people to learn about oral care through the Inclusive Oral Care project as a way to tackle social issues. In Japan, the relative poverty rate among children (13.5%<sup>1</sup>) is becoming a public concern. Children of economically disadvantaged families have inferior health habits and fewer beneficial experiences<sup>2</sup> than the children of more affluent households. There is also a correlation between poverty and cavities, with children of economically disadvantaged families more likely to have many cavities.

Based on the “Dental and Oral Health” concept, we developed an experience-based program called the Okuchikarada Project. With employees acting as volunteers, we are working with NPOs and local governments at children’s cafeterias to promote preventive dentistry habits and boost children’s self-esteem.

#### Dental and Oral Health Program



1. Percentage of children under 18 who live in relative poverty (FY2019 Comprehensive Survey of Living Conditions, Ministry of Health, Labour and Welfare)

2. Receiving praise from others, communicating with adults, acquiring life skills, etc.



## Approach to Establishing Hygienic Habits –Extending hygienic habits to public spaces

In addition to ensuring stable supplies of the hand soaps and sanitizers that are used in a variety of settings, the Lion Group also conducts educational activities in Japan and across Asia that predominantly promote the prevention of infection in the home and among family members.

With the recovery of economic activity and the reopening of schools, person-to-person contact is set to increase. We believe that hygienic habits will become increasingly important as we live in a world with COVID-19. Society's expectations of the Lion Group have risen in line with the pandemic, so we will expand our scope of activities to include the prevention of infection in public spaces and the supply of hygienic products and services. As one aspect of our educational activities, we will work with local governments and other organizations to promote and establish hygienic behavior that protects loved ones from infection, and incorporate enjoyable, practical elements unique to the Lion Group.

First developed in Japan, our *KireiKirei* hand soaps are now sold in Asia. While there are limits on promotional activities due to the pandemic, we will work together as a Group and, based on shared goals and themes, promote cleanliness and hygienic habits.



Qingdao Lion employees at an event for Global Handwashing Day

### Promoting and Establishing Hygienic Habits in Elementary Schools through Our Employees (Japan)

As part of junior employee training, since 2014 we have been carrying out activities to promote proper hand washing habits at kindergartens and preschools near where the Lion Group's facilities are located. Although we had to cancel the classes in 2020 due to the pandemic, we restarted these activities and extended them to elementary schools in 2021. With difficulties related to face-to-face learning, we limited the number of employees visiting the schools and provided hybrid classes, fusing on-site and online methods and using videos of experiments to make them easier to understand. We believe this initiative has helped to promote hand washing among the students.



Hybrid class fusing on-site and online methods

### Initiatives to Promote Cleanliness and Hygienic Habits in Asia (Overseas)

#### Lion Home Products (Taiwan) Co., Ltd.

Although employees previously had visited local elementary schools to teach children the importance of hand washing, to prevent the spread of COVID-19 the classes were redesigned as workshops to enable students to learn about hand washing themselves. Students were sent videos and blacklights (to visualize dirt before the classes), allowing them to learn about hand washing habits in an enjoyable way.



Students who took part in a hand washing workshop



Establishing Cleanliness and Hygiene Habits

<https://www.lion.co.jp/en/sustainability/community/cleanliness/#area01>



# Promoting Environmental Initiatives for a Sustainable Planet

Top Priority Material Issues

In 2019, the Lion Group established the LION Eco Challenge 2050, a set of long-term environmental objectives, with the goal of promoting business activities that help to address global problems, such as those identified in the Paris Agreement and the Sustainable Development Goals (SDGs). In 2022, many countries, including Japan, began raising their environment- and sustainability-related targets. We have also revised our objectives as we work to achieve carbon neutrality by 2050. Aiming to realize a decarbonized, resource-circulating society, we will promote environmentally friendly habits with consumers to continuously provide planet-friendly lifestyles that make more sustainable living easy.

## LION Eco Challenge 2050 and Objectives for 2030

### Realizing a Decarbonized Society

CO<sub>2</sub>  
Challenge

Lion will reduce CO<sub>2</sub> emissions to zero throughout its business activities by 2050.

2030 objective: **55%** CO<sub>2</sub> emission reduction in comparison with 2017 levels in absolute quantity



Lion will reduce CO<sub>2</sub> emissions by half throughout the lifecycle of its products by 2050.

2030 objective: **30%** CO<sub>2</sub> emission reduction in comparison with 2017 levels in absolute quantity

Lion aims to become carbon negative by 2050.

2030 objective: CO<sub>2</sub> emission reduction effect in excess of Lion's own emissions (Japan)

### Realizing a Resource-Circulating Society

Plastic  
Challenge

Lion will optimize use of recirculated plastic by 2050.

2030 objective: Promote the 3Rs (reduce, reuse and recycle) and the utilization of renewable resources (the 4th R)

Reduce petrochemical-derived plastic usage to **70% or less**

Water  
Challenge

Lion will optimize water usage for sustainability by 2050.

2030 objective: **30%** water usage reduction per unit of net sales across product lifecycles in comparison with 2017 levels



Together with the Environment  
<https://www.lion.co.jp/en/sustainability/env/>

## Approach to Achieving a Decarbonized, Resource-Circulating Society

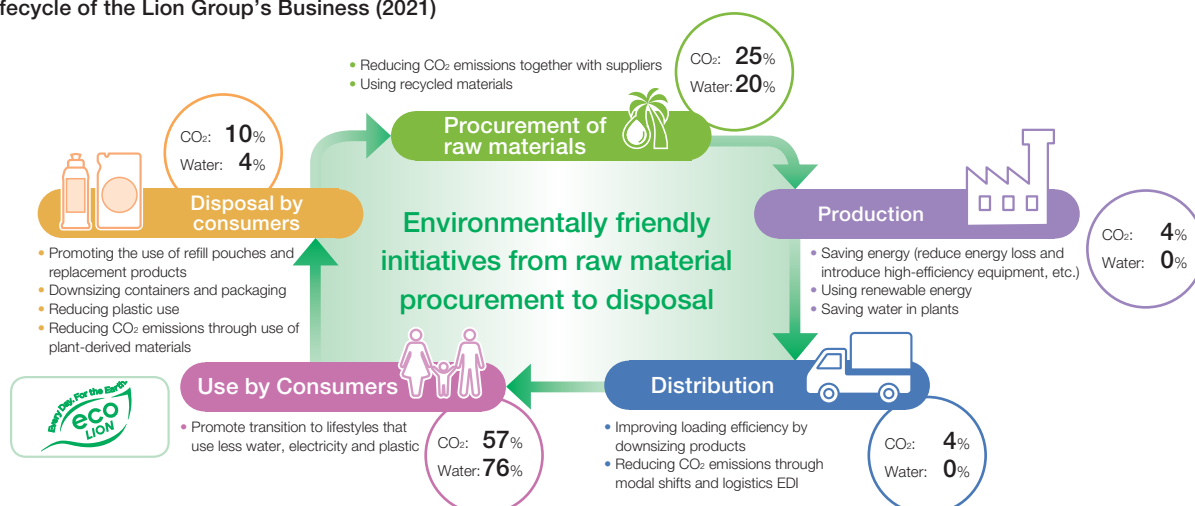
### —Creating environmentally friendly habits

As part of its responsibility as a producer, the Lion Group is working to achieve a decarbonized society and to solve plastic and water resource issues in every stage of the product lifecycle, from the procurement of raw materials to disposal by consumers. As laundry and other housework requires electricity and water, CO<sub>2</sub> emissions and water

usage are at their highest at the stage when people use our products.

Going forward, we will work to reduce the environmental impact of our products at this stage through the provision of environmentally friendly products and services and the creation of environmentally friendly habits for consumers.

### The Ratio of Environmental Burden (CO<sub>2</sub> Emission and Water Usage) and Activities to Reduce Emissions/Usage/ in the Lifecycle of the Lion Group's Business (2021)





## Related SDGs



## Achieving a Decarbonized Society

In 2021, in line with the worldwide goal of keeping global warming below 1.5°C compared with pre-industrial levels, we raised our CO<sub>2</sub> emissions reduction objectives for 2030 from 30% to 55% (in comparison with 2017). In addition to promoting energy-saving activities at each of our business sites (aiming for an annual 1% reduction in emissions intensity per unit of production), we will contribute to the creation of a decarbonized society by installing solar power generation equipment for in-house consumption and promoting the shift to purchasing renewable energy.

### Introducing an Internal Carbon Pricing (ICP) System

In Japan, we have introduced an ICP system through which we calculate the hypothetical costs of our CO<sub>2</sub> emissions and use the results to make decisions on environmental investments. Looking forward, by using the ICP system to make decisions on capital and technological development investments, we will improve environmental awareness within the Group and accelerate investments that help to reduce CO<sub>2</sub> emissions.



#### Realizing a Decarbonized Society

<https://www.lion.co.jp/en/sustainability/env/climate/>

### Installing Solar Power Generation Equipment for In-house Consumption

In addition to the equipment already installed at our Hirai Office, in 2021 we installed and began operation of solar power generation equipment for in-house consumption at the Lion Chemical Co., Ltd. Oleochemical Production Site and LCT, using the equipment as a source of renewable energy.

### Purchasing Renewable Energy

LCT acquired renewable energy certificates (I-REC\*) equivalent to the amount of energy purchased in 2021, ensuring that the electricity used at the business sites is carbon neutral. We will continue to promote the gradual switch to renewable energy at our business sites in and outside Japan, aiming to ensure that all energy purchased is renewable by 2030.

\* International Renewable Energy Certificate



Solar power generation equipment at LCCOC



Ceremony to celebrate receiving I-REC Standard certificates

## Achieving a Resource-Circulating Society

In May 2022 we formulated the Lion Group Plastics Environmental Declaration. In line with this declaration, we aim to reduce usage of petrochemical-derived plastic by increasing the use of recycled plastics and biomass materials in the development process. We will also engage in Group-wide efforts to promote the reduction and recycling of plastics, such as by fostering refill habits in Asia.



#### Realizing a Resource-Circulating Society

<https://www.lion.co.jp/en/sustainability/env/resources/>



#### Lion Group Plastics Environmental Declaration

<https://www.lion.co.jp/en/company/governance/policies/plastics-environment.php>

### Promoting the 4Rs (Reinforcing recycling initiatives)

The Lion Group is actively promoting the 3Rs (reduce, reuse and recycle) and the utilization of renewable resources (the 4th R) to reduce the use of plastics in our products, containers and packaging.

There are several challenges to overcome in implementing horizontal recycling. We must first build a plastics collection system for shops and other facilities that is easy for customers to use. We then need to develop a low-cost plastic recycling method. We must also choose methods and materials that make it easy to recycle from the initial development stage. We are working with household goods manufacturers, recycling companies, retailers and local governments (Tokyo, Kobe, and others) to solve these challenges, and are currently testing a system to sort and collect used toothbrushes and plastic containers (bottles and refill pouches).

# Corporate Governance

## Messages from External Directors



**Kazunari Uchida**

External Director

### Discussions and effectiveness of the Board of Directors

As can be seen in the informal way we address one another, the open atmosphere at Board of Directors meetings ensures we can discuss matters freely, regardless of rank or role within the Company. Further, the corporate culture is such that consideration is given to all opinions, whether from inside or outside the Company, and good ideas are adopted. As external directors, therefore, we can speak openly about topics that are uncomfortable for the Company and receive the understanding of other board members. I therefore believe that external director-driven governance is functioning very effectively.

On the other hand, strong assertions and passionate discourse are rare in board meetings. It concerns me that meetings tend to simply proceed in a predictable fashion. Every once in a while, we could do with a heated discussion among internal directors or between internal and external directors.

### Expectations and challenges for Lion as it works to sustainably enhance its corporate value

As the domestic market matures, there is a limit to how far Lion can develop on its own through organic growth, an approach it has excelled in thus far. To develop further, Lion must transition from product-based to service-based businesses in its existing operations, enter new markets through M&A and other means, and reinforce its Overseas Business.

However, Lion's track record and speed in such areas is somewhat lacking. It will be difficult to succeed following the same approach as in the past. The Company must develop its outstanding younger employees, acquire excellent personnel from outside the Company, and take risks without fear of failure. But simply having management call on employees to take risks will not be enough. I expect the Company to take bold steps, such as demonstrating its support for risk-takers by promoting them and placing them in important roles, even if the risks they took were not successful.



**Takashi Shiraishi**

External Director

### Discussions and effectiveness of the Board of Directors

The atmosphere is exceptionally good. Internal directors respond honestly to all questions and clarify their position and their reasoning when there are any differences in opinion. Further, they report on matters under their jurisdiction in a timely manner, so it is easy to understand not only current circumstances but also the basic approach they will take in addressing matters. Further, in addition to myself, the external directors on the board have wide-ranging backgrounds. There is a lawyer, a company CEO and an expert in business management. This ensures relevant comments and questions from diverse perspectives on any issue, and there are many things to learn from diverse viewpoints. Rather than being a formality, board meetings are venues of substantive discussion.

### Expectations and challenges for Lion as it works to sustainably enhance its corporate value

As set out in Vision2030, Lion has positioned Asia, particularly China, Southeast Asia and South Asia, as its main growth driver. Considering the potential for growth and wage increases in Asia's developing and emerging countries, this strategy makes sense. At the same time, however, income gaps between formal and informal sectors have grown in many of these countries and regions as they emerge from the pandemic. Moreover, although significant growth can be expected in China, increasing political risk cannot be ignored. It is therefore important to ensure that information on Asia's markets, politics and economies is shared across the Company, and that its domestic and overseas operations are integrated.

**Takako Sugaya**

External Director

## Discussions and effectiveness of the Board of Directors

Board meetings are open. Opportunities are provided for advance explanations, and the meeting format enables directors to discuss matters freely. Regarding the board's effectiveness, accurate information is provided and there is honest exchange of opinions and ideas. These are important factors. Moreover, any issues identified for improvement in the annual assessment of Board of Director effectiveness are quickly acted on. For example in addition to providing detailed materials for advance explanations, the board addressed the issue of how information is disclosed. More recently, directors have also been convening informal meetings to ensure thorough discussion of medium- to long-term strategies and other matters. Overall, I think the effectiveness of the board is increasing.

## Expectations and challenges for Lion as it works to sustainably enhance its corporate value

By putting its purpose—Make a difference in everyday lives by redesigning habits: ReDesign—into practice, Lion can help make people healthy and happy in this era of 100-year lifespans. I look forward to Lion's continuing enhancement of its corporate value as a company that is both needed and admired by society. To continue making sound contributions to consumers' lives, it is important that Lion improve its ability to communicate and enhance recognition of the reliable products and services, as well as the initiatives, that it has developed over many years. It must also enhance its sensitivity to dizzying changes in the management environment, environmental issues that require quick countermeasures and likely geopolitical risks, and it must respond with speed and flexibility. In the Overseas Businesses, Lion must utilize the trust it has fostered and its strong presence to boldly take on the challenge of tuning its approach to address the characteristics and needs of each country and region where it does business.

**Reiko Yasue**

External Director

## Discussions and effectiveness of the Board of Directors

As meeting agendas are clearly explained to external directors in advance, I believe the board engages in substantive, effective discussions. There are also opportunities for us to deliberate on a wide range of other themes. There are four external directors in total, and as we all have diverse backgrounds, we can actively offer our opinions utilizing our fields of expertise. Overall, the board is highly conscious of the importance of discussions that incorporate diverse viewpoints.

## Expectations and challenges for Lion as it works to sustainably enhance its corporate value

Over more than 130 years, Lion has established the habit of tooth brushing among people in Japan and elsewhere in Asia, and has helped create a culture that goes beyond the goal of keeping teeth healthy to include the goal of making teeth more beautiful. While the Company continues to provide social value in that sense, my hope is that it continues to support people's lifestyles through environmentally friendly manufacturing. If consumers intuitively recognize Lion as a company whose products are all environmentally friendly—not just its toothbrushes and toothpastes—its corporate value will increase even further.

# Corporate Governance

## Basic Approach

The Lion Group's top priorities for corporate governance are to increase management transparency, strengthen supervisory functions, accelerate decision-making and ensure compliance. By strengthening and enhancing its corporate governance system, Lion aims to increase its corporate value.



### Basic Approach to Corporate Governance

<https://www.lion.co.jp/en/company/governance/approach.php>

## Corporate Governance System

### Organizational Structure Overview

- **Has adopted the company with an Audit & Supervisory Board system**

To ensure that the Board of Directors can fulfill its management supervisory function, and to enable independent Audit & Supervisory Board members to appropriately fulfill their auditing function

- **Has adopted an executive officer system**

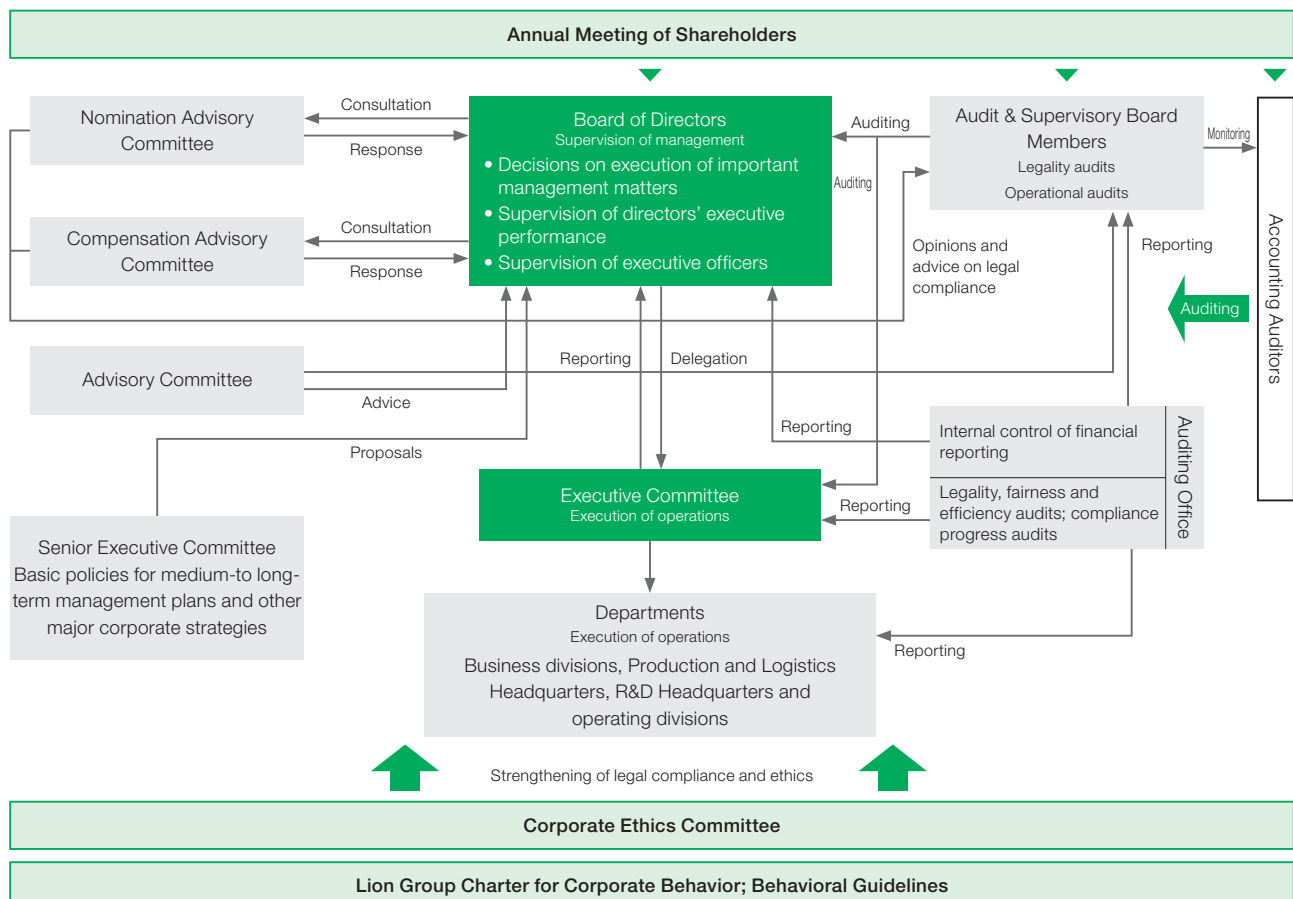
To reinforce the Board of Directors' management supervisory function and accelerate decision-making

- **Has established a voluntary advisory body**

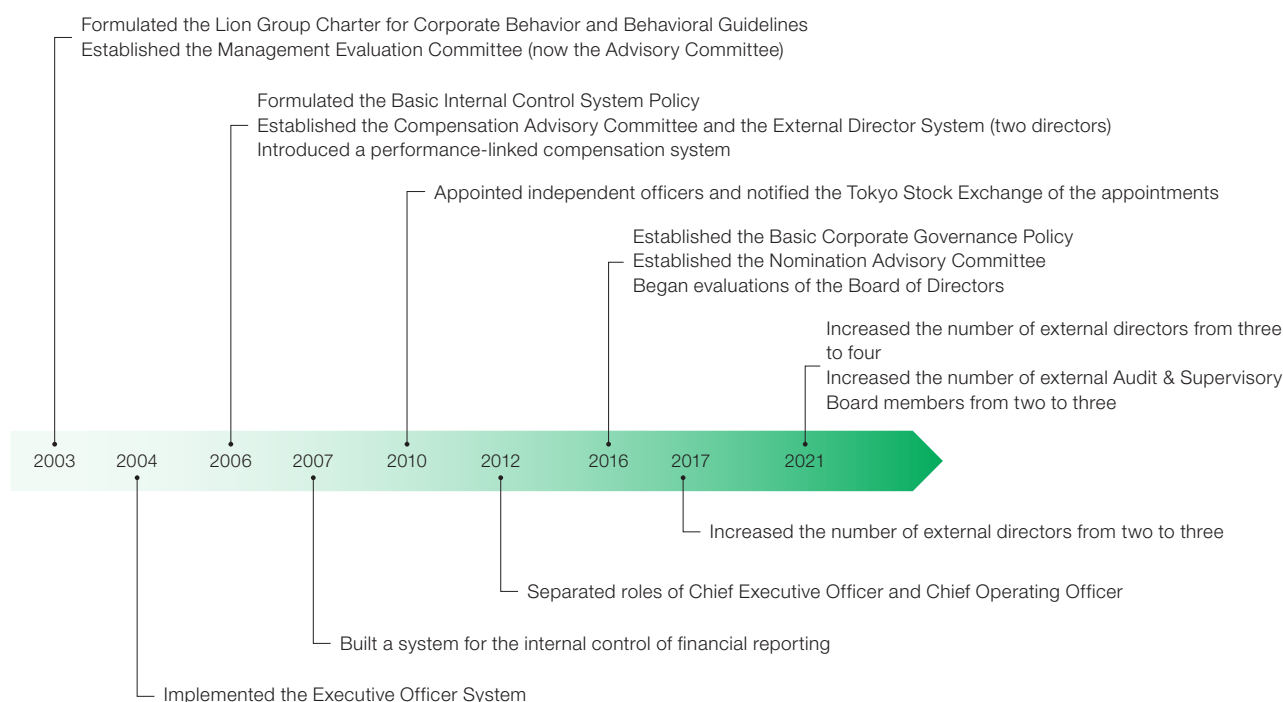
To enhance management transparency and further improve corporate governance

- **Has established an Advisory Committee consisting of external experts**

To reflect the opinions and advice of third parties with regard to legal compliance and management policies



## Initiatives to Enhance Management Auditing and Supervision



### Measures to Enhance Business Execution and Supervisory Functions

#### Establishment of the Compensation Advisory Committee (2006)

Lion has established a Compensation Advisory Committee comprising external directors and external Audit & Supervisory Board members. Because of their independence, they enhance objectivity and transparency in matters related to director compensation. The Board of Directors consults the Compensation Advisory Committee regarding such matters as the compensation system, compensation levels and methods for calculating director and Audit & Supervisory Board member bonuses. The committee considers the matters in question and provides a response to the Board of Directors (or, for matters regarding Audit & Supervisory Board members, to the Audit & Supervisory Board). (Chairperson: External Director Kazunari Uchida)

#### Establishment of the Nomination Advisory Committee (2016)

Lion has established a Nomination Advisory Committee comprising external directors and a representative director designated in advance by the chairman of the Board of Directors. The committee enhances objectivity and transparency in the process for nominating Company directors, Audit & Supervisory Board members and executive officers. The Board of Directors consults the Nomination Advisory Committee regarding the necessary qualities of directors and other officers, reasons for their selection or dismissal, and related processes, and the committee considers the matters in question and provides a response to the Board of Directors (or, for matters regarding Audit & Supervisory Board members, to the Audit & Supervisory Board). The committee also exchanges opinions on the development of future Group presidents. (Chairperson: External Director Takashi Shiraishi)

#### Establishment of the Advisory Committee (2003)

The Advisory Committee comprises outside experts other than the external directors and external Audit & Supervisory Board members who possess extensive knowledge and insight. The committee considers the appropriateness and other aspects of Lion's management policies and measures and serves to reflect objective opinions from a wide range of perspectives in management. In principle, the committee meets twice a year. The chairman of the Board of Directors reports a summary of the committee's advice to the Board of Directors.

##### Main Themes

- Direction of medium- to long-term management strategies
- Vision for the corporate governance system
- Direction of sustainability strategies
- Direction of human resource strategies
- Other matters related to management



## Skills and Expertise and Meeting Attendance of Directors and Audit & Supervisory Board Members

To increase corporate value, the Lion Group has selected directors and Audit & Supervisory Board members with diverse knowledge, experience and capabilities to provide oversight of decision-making and management from the viewpoints of various stakeholders.

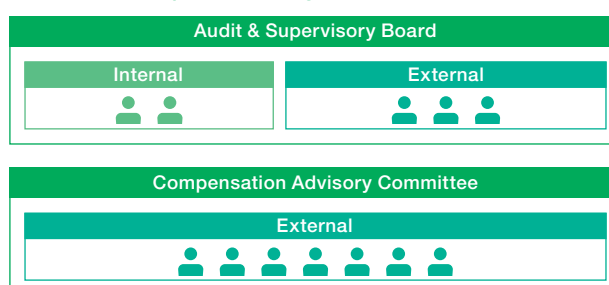
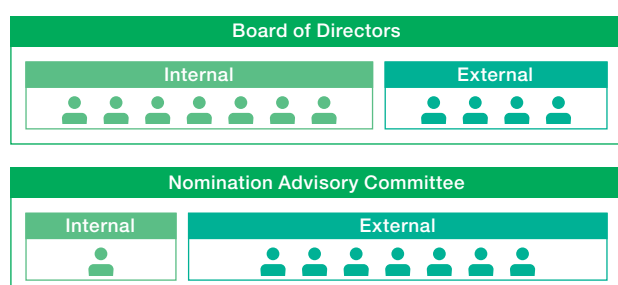
Name	Current Position	External/Independent	Principal Skills and Areas of Expertise			
			Corporate management	Global business	Finance/Accounting	
Itsuo Hama	Representative Director, Chairman of the Board of Directors		●			
Masazumi Kikukawa	Representative Director, President and Executive Officer		●	●		
Kenjiro Kobayashi	Director, Senior Executive Officer			●		
Yugo Kume	Director, Senior Executive Officer		●		●	
Fumitomo Noritake	Director, Executive Officer					
Hitoshi Suzuki	Director, Executive Officer		●	●		
Kengo Fukuda	Director, Executive Officer		●		●	
Kazunari Uchida	External Director	External Independent	●	●	●	
Takashi Shiraishi	External Director	External Independent		●		
Takako Sugaya	External Director	External Independent				
Reiko Yasue	External Director	External Independent	●	●		

Name	Current Position	External/Independent	Principal Skills and Areas of Expertise			
			Corporate management	Global business	Finance/Accounting	
Toshiyuki Nikkawa	Audit & Supervisory Board Member		●		●	
Yoshiaki Kamao	Audit & Supervisory Board Member				●	
Takao Yamaguchi	External Audit & Supervisory Board Member	External Independent			●	
Setsuko Takemoto	External Audit & Supervisory Board Member	External Independent			●	
Atsuko Suzuki	External Audit & Supervisory Board Member	External Independent		●		

Note: 1. For Mr. Suzuki, Ms. Yasue and Ms. Suzuki, attendance shown is the number of times they attended following their appointment at the 160th Annual Meeting of Shareholders held on March 30, 2021.

2. Attendance for Mr. Fukuda is not shown as he was appointed at the 161st Annual Meeting of Shareholders held on March 30, 2022.

## Ratio of External Directors and External Audit & Supervisory Board Members



Principal Skills and Areas of Expertise							FY2021 Board of Directors Attendance	Nomination Advisory Committee	Compensation Advisory Committee
	Legal/Risk management	Human resource/HR development	Sustainability	IT/DX	Sales/Marketing	R&D/Production			
		●			●	●	17/17 meetings (100%)	●	
					●	●	17/17 meetings (100%)		
		●	●	●	●		17/17 meetings (100%)		
	●				●		17/17 meetings (100%)		
				●	●	●	17/17 meetings (100%)		
					●		13/13 meetings (100%)		
	●	●			●		—		
				●	●		17/17 meetings (100%)	●	●
		●	●			●	17/17 meetings (100%)	●	●
	●	●					17/17 meetings (100%)	●	●
				●	●		13/13 meetings (100%)	●	●

Principal Skills and Areas of Expertise							FY2021 Board of Directors Attendance	Nomination Advisory Committee	Compensation Advisory Committee
	Legal/Risk management	Human resource/HR development	Sustainability	IT/DX	Sales/Marketing	R&D/Production			
	●						15/15 meetings (100%)		
							15/15 meetings (100%)		
							15/15 meetings (100%)	●	●
							15/15 meetings (100%)	●	●
			●				11/11 meetings (100%)	●	●

## Director/Audit & Supervisory Board Member Candidate Selection Standards

- Candidates must understand Lion's management philosophy and always comply with the Lion Group Charter for Corporate Behavior and Behavioral Guidelines.
- Candidates must demonstrate excellent leadership as the heads of management.
- Candidates for director must possess expertise and a strong track record in such fields as research and development, manufacturing, marketing, sales and corporate management as well as the necessary qualities to carry out their duties and provide management oversight.
- Candidates for Audit & Supervisory Board member must possess considerable knowledge and insight in such areas as finance and accounting, corporate governance and risk management as well as the necessary qualities to contribute to fair and transparent decision-making in the Company.
- Candidates for director must possess the qualities necessary to appropriately fulfill their duty of care as good managers and duty of loyalty. Candidates for Audit & Supervisory Board member must possess the qualities necessary to appropriately carry out their duty of care as good managers.
- Candidates must not be hindered from performing their duties by health-related or other factors not specified in the Companies Act as reasons for disqualification as director or Audit & Supervisory Board member.

## Board of Directors

The Board of Directors is composed of 11 directors. The Board of Directors regularly meets once a month and holds extraordinary meetings, as necessary. In addition to matters stipulated by laws and regulations or the Articles of Incorporation, the Board of Directors determines important matters related to the business execution of the Company and supervises the business execution of directors and executive officers. Resolutions of the Board of Directors may be made at the regular Board of Directors meetings, as well as in writing in accordance with laws and regulations.. For important corporate strategies such as the basic policies of medium- to long-term management plans, a system is established that enables the Board of Directors to make appropriate decisions upon deliberation by the Senior Executive Committee. Additionally, the Executive Committee has a system in place to discuss and examine, from various angles, measures related to job execution that directly impact businesses.

### Evaluation of Board of Directors Effectiveness

To ensure the effectiveness of the Board of Directors, every year the directors evaluate the board's operating methods and the content and status of the proposals it considers, among other factors. This evaluation includes examinations of each director. A summary of the results of the evaluation is disclosed in the Corporate Governance Report.

#### Evaluation Process



#### 2021 Evaluation Results and Future Initiatives

##### 2021 Evaluation Results Summary

- The number of persons on Lion's Board of Directors, including the number and proportion of external directors, is sufficient for deliberations. Board members have the knowledge, experience, capabilities and diversity necessary to enhance corporate value.
- The meeting frequency as well as the number of agenda items considered and amount of time allowed for deliberation by the Board of Directors are appropriate. The deliberations comprise open, constructive debate that does not hinder risk taking.

Accordingly, the effectiveness of Lion's Board of Directors was deemed sufficient.

To date, evaluations of the board's effectiveness have uncovered certain issues. While Lion has achieved a measure of success with initiatives aimed at addressing each of these issues, as described below, the Company recognizes that there is still room for improvement. Looking ahead, Lion will continue to implement necessary measures and make efforts to further enhance the effectiveness of the Board of Directors.

##### Issues Identified and Initiatives to Address Them

Issues	<ul style="list-style-type: none"> <li>• External directors and Audit &amp; Supervisory Board members should be provided with more extensive information regarding the background and context of important agenda items.</li> <li>• Discussions of management strategy should be enhanced to further increase corporate value.</li> </ul>
Initiatives	<ul style="list-style-type: none"> <li>• We are taking steps to enhance the information provided and facilitate understanding regarding such matters as the background, objective and content of agenda items. These steps include having officers from the divisions that propose such items participate, as needed, in pre-meeting briefings for external directors and Audit &amp; Supervisory Board members conducted by the secretariat of the Board of Directors.</li> <li>• In 2021 we set up informal meetings for directors to exchange opinions on and discuss resolutions in advance of Board of Directors meetings. As a result, we have secured the time necessary for deliberating on important matters related to the corporate philosophy and medium- to long-term strategies.</li> </ul>

## Audit & Supervisory Board

The Audit & Supervisory Board comprises five Audit & Supervisory Board members. It holds regular meetings once every two months and extraordinary meetings and liaison meetings, as necessary. In accordance with the Audit & Supervisory Board's standards, audit policy, audit plans and other stipulations of the Audit & Supervisory Board, each Audit & Supervisory Board member audits the reasonableness of Board of Director resolutions, as well as the lawfulness, appropriateness and efficiency of directors' execution of duties. Specifically, Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings, conduct interviews with directors regarding the status of the execution of their duties (regular meetings three times a year with representative directors to exchange information, opinions and views, and including the status of the execution of directors' duties pertaining to the development and operation of internal control of financial reporting), perform site visits to Lion's headquarters and major offices and plants, and conduct audits of subsidiaries. Further, the Audit & Supervisory Board, the internal auditing division (the Auditing Office) and the accounting auditors regularly hold audit liaison meetings, as well as comprehensive themed audits of response to important management issues, with the aim of improving audit effectiveness.

## Corporate Officer Compensation

### Overview and Details of Basic Policy Regarding Compensation for Directors and Audit & Supervisory Board Members

#### Overview of Basic Policy

Lion has designed a corporate officer compensation system to provide sound and appropriate incentives necessary for retaining outstanding management talent that will achieve the Company's management policies and continuously increase its corporate value over the medium to long term. Director and Audit & Supervisory Board member compensation is decided by the Board of Directors and the Audit & Supervisory Board, respectively, based on consultations with the Compensation Advisory Committee. Compensation is set within the limits decided by resolution of the General Meeting of Shareholders.

#### Policy Details

Compensation for directors (excluding external directors) consists of fixed monthly compensation and performance-linked compensation (bonuses and stock-based compensation). It is made up of approximately 50% fixed compensation and 50% performance-linked compensation (30% of which is bonus and 20% stock-based compensation), according to the director's rank. The proportion of performance-linked compensation increases according to rank and is revised as needed. Fixed monthly compensation is raised or lowered once per year following an appraisal of how well the director has executed duties and supervised management. Performance-linked compensation is calculated based on the degree to which performance targets have been met in each year and is paid individually at a designated time after the end of the relevant year.

#### Approximate Composition of Compensation of Executive Corporate Officers (Excluding External Directors and Audit & Supervisory Board Members)



#### Performance-Linked Compensation System

Type	Performance-Linked Bonus	Performance-Linked Stock-Based Compensation
<b>Indicators</b>	<b>Core operating income</b> An earnings indicator used to measure regular business performance, calculated by subtracting selling, general and administrative expenses from gross profit (one of the most emphasized indicators under the medium-term management plan) <b>Profit for the period attributable to owners of the parent</b> An earnings indicator that expresses final business results and is directly linked to increases and decreases in shareholder value	
<b>Total payment amount</b>	<b>Total payment amount: Sum of (1) and (2) below</b> (1) 50% of 0.5% of core operating income for the relevant year (2) 50% of 0.75% of profit for the period attributable to owners of the parent Note: Rounded down to the nearest ¥10,000. If the result of either calculation is negative, its value is set at 0.	<b>Total number of points (number of shares) assigned</b> The upper limit per year is 120,000 points (one share of Company stock per point) The upper limit per year is ¥200 million
<b>Individual payment amount</b>	<b>(1) Calculation of payment per point</b> Total payment amount ÷ (Points assigned according to rank × Number of officers) <b>(2) Individual payment amount</b> Payment per point × Points assigned according to rank <b>(3) Points assigned according to rank</b> From 3,000 points for Chairman and President and Executive Officer to 0.900 points for Executive Officer	<b>(1) Calculation of number of points</b> (Fixed base amount + Performance-linked base amount × Performance-linked coefficient) ÷ Per-share acquisition cost • Fixed base amount and performance-linked base amount: ¥4 million each (multiplied by 1.0–3.625, depending on rank) • Performance-linked coefficient: 0–2.0, depending on achievement rate for each indicator • Per-share acquisition cost: ¥2,078
<b>Time of payment</b>	End of March of each year	In principle, shares are issued to directors upon retirement in a number equivalent to the total number of points they have been assigned
<b>Upper limit</b>	¥250 million per year	¥800 million (per four years) Total number of shares: 480,000 (per four years)
<b>Clawback clause</b>	No	Yes*

\* In the event of a serious violation of internal rules or professional duties, forfeiture of points already granted or return of the amount equivalent to the shares already received

#### Fixed Monthly Compensation

	Determining Policy	Upper Limit
<b>Overview</b>	<ul style="list-style-type: none"> <li>Flat-rate system</li> <li>Compensation levels are set taking into consideration similar levels at other companies, and once per year fixed monthly compensation is raised or lowered following an appraisal of how well execution of duties and supervision of management have been performed.</li> </ul>	¥300 million (per year)

## Corporate Governance

### Achievement of Performance-Linked Compensation Indicators (2021)

Achievement of targets for core operating income and profit for the period attributable to owners of the parent are as below.

Indicator	Target	Achievement	Achievement rate
Core operating income	¥30,000 million	¥30,923 million	103%
Profit for the period attributable to owners of the parent	¥21,000 million	¥23,759 million	113%

### Compensation System for External Directors and Audit & Supervisory Board Members

Compensation for external directors and Audit & Supervisory Board members consists solely of fixed monthly compensation. Compensation levels are set taking into consideration similar levels at other companies and are based on individual roles and responsibilities.

### Total Compensation for Directors and Audit & Supervisory Board Members (2021)

	Number of Corporate Officers	Fixed Compensation (Millions of yen)	Performance-Linked Compensation		Total (Millions of yen)
			Bonuses (Millions of yen)	Stock-Based Compensation (Millions of yen)	
Directors (External Directors)	11 (4)	299 (45)	166 (–)	113 (–)	580 (45)
Audit & Supervisory Board Members (External Audit & Supervisory Board Members)	5 (3)	93 (33)	– (–)	– (–)	93 (33)
Total (External Officers)	16 (7)	392 (78)	166 (–)	113 (–)	673 (78)

- There are no individuals serving concurrently as employees and corporate officers.
- An upper limit on directors' fixed compensation of ¥300 million per year was set by resolution of the 156th Annual Meeting of Shareholders held on March 30, 2017. There were nine directors at the closing of this meeting.
- An upper limit on Audit & Supervisory Board members' fixed compensation of ¥110 million per year was set by resolution of the 156th Annual Meeting of Shareholders held on March 30, 2017. There were four Audit & Supervisory Board members at the closing of this meeting.
- Within performance-linked compensation, bonus amounts are calculated and determined based on the core operating income and the profit attributable to the owners of the parent for each year, in accordance with the methods described above. An upper limit for bonuses of ¥250 million per year was set by resolution of the 156th Annual Meeting of Shareholders held on March 30, 2017. There were six directors (excluding external directors) at the closing of this meeting.
- Within performance-linked compensation, stock-based compensation is the amount obtained by using the share acquisition price to convert the number of points (shares) granted to eligible individuals under the system, depending on the degree of achievement of the Group's business targets for the year. An upper limit of ¥200 million on the contribution amount of stock-based compensation per year and an upper limit of 120,000 shares on the total number of shares granted per were set by resolution of the 160th Annual Meeting of Shareholders held on March 30, 2021. There were seven directors (excluding external directors) at the closing of this meeting.
- The amounts shown are rounded down to the nearest million yen.

### Total Consolidated Compensation by Corporate Officer (2021)

Name	Corporate Officer Classification	Total Amount by Type of Compensation (Millions of yen)				Total Compensation (Millions of yen)
		Basic Compensation	Bonuses	Performance-Linked Stock-Based Compensation	Retirement Benefits	
Itsuo Hama	Director	68	46	31	–	146
Masazumi Kikukawa	Director	68	46	31	–	146

Note: Only individuals receiving total consolidated compensation of more than ¥100 million are listed here.



## Compliance

The Lion Group's strong reputation for trustworthiness has been built through decades of hard work by its employees. The trust the Group enjoys has been a key driver of its growth and development.

Ethics guide individuals along the correct path. We regard ethics as meaning, broadly, doing what is right. In concrete terms, we see this as rooted in being honest, observing social mores, not antagonizing others, and thinking of others as we think of ourselves.

Based on this understanding, we formulated the Lion Group Charter for Corporate Behavior as a code of conduct, and updated it to more clearly define our stance with regard to providing safe, secure products and services, addressing environmental issues and other topics through a set of Behavioral Guidelines. In addition to strict compliance with the Lion Group Charter for Corporate Behavior, the Lion Group is committed to being useful and valuable to society.



### Internal Control System

<https://www.lion.co.jp/en/company/governance/system.php>

## Internal and External Whistle-Blowing System: All Lion (AL) Heart Hotline

The Lion Group has set up an internal and external whistle-blowing system, the AL (All Lion) Heart Hotline, as a set of contacts for consultations for use when an employee learns of a compliance violation within the workplace that is impossible to report or cannot be handled appropriately through normal workplace channels. The system features an internal and an external reporting hotline, and users are encouraged to use the supplied reporting form to report their findings in writing or via email to ensure accurate understanding of the nature of the report or consultation. Once the details of said report and the response desired by the reporter are confirmed, the Director of Corporate Ethics promptly investigates and confirms the relevant facts.

In 2021, the hotlines received 19 consultations and reports. However, none of the cases were judged to constitute serious misconduct, and each is being appropriately addressed.

### AL Heart Hotline Consultations and Reports

Subject of consultations and reports received	2019	2020	2021
Harassment	11	8	12
Personnel and labor management issues	11	7	5
Other	3	58	2

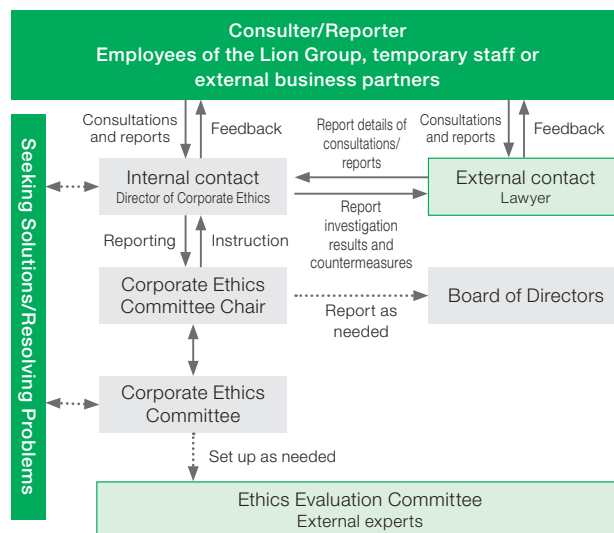
To enhance awareness of compliance among corporate officers and employees, the Group promotes measures led by the Corporate Ethics Committee, which is chaired by the director responsible for corporate ethics.

Every year in March, the Group conducts a Compliance Awareness Survey for all domestic Group employees (including part-time employees). In 2021, approximately 88% of all employees responded.

The Group also holds regular annual compliance training sessions using e-learning platforms. Compliance content is also available on the Lion Career Village (LCV) on-demand media platform as a mandatory part of the curriculum, allowing employees to study in their own time.

There were eight items in the 2021 curriculum. Among them were "compliance (including harassment issues)," "Lion's approach to quality" and "social media-related risks."

### The AL Heart Hotline System



### In-House Recognition of the AL Heart Hotline

2019	2020	2021
98.6%	99.5%	99.0%



### Compliance

<https://www.lion.co.jp/en/company/governance/compliance/>

## Risk Management

Lion's business activities entail a wide range of risks. To avoid and minimize losses caused by the actualization of risks, we have appointed a Director Responsible for Risk Management (the director responsible for the Corporate Planning Department) who comprehensively controls and supervises risk for the whole Lion Group.

### Basic Policy for Risk Management

- (1) Management and employees strive to prevent the actualization of risks that could harm Group business operations as part of their normal duties based on Lion's Basic Internal Control System Policy.
- (2) In the event that a risk actualizes, we strive to minimize losses and harm to employees, shareholders, customers, local communities and other stakeholders.
- (3) We report actualized risks to top management immediately and promptly take steps to understand the situation, elucidate the events and factors that led to it, develop measures for improvement and strive to prevent recurrences.

### Rules and Other Structures Relating to the Management of Risk

#### Response under Normal Conditions

- (1) The director responsible for the Corporate Planning Department has overall responsibility for the risk management of the Group. The Corporate Planning Department comprehensively manages the Group's risk.
- (2) The Auditing Office audits the status of risk management for each department within the Group and reports its findings to the Executive Committee and the Board of Directors.
- (3) Each department periodically identifies its own risks and implements appropriate risk management measures (encompassing avoidance, transfer, reduction and acceptance). For management risks with the potential to significantly impact business activities, the director responsible for the relevant department considers appropriate risk management measures, which are then deliberated on by the Senior Executive Committee and Executive Committee for implementation.
- (4) For the management of risk related to the environment, quality assurance, and accidents and disasters, the administrative offices for the deliberative bodies with responsibility for the respective areas (the Sustainability Promotion Council, CS/PL Committee,\* Safety, Hygiene and Disaster Prevention Meeting, etc.) are designated as the departments with responsibility for risk. These departments consider preventive countermeasures, with deliberation by the Executive Committee when necessary, and implement risk management. Furthermore, the Group Risk Officer (Director of the Corporate Planning Department for Special Mission) participates in the meetings of the deliberative bodies to confirm from an objective, overarching perspective that they are advancing appropriate, timely measures.

\* CS/PL Committee

A cross-departmental committee focused on customer satisfaction (CS) and product liability (PL) to promote quality assurance activities

### Response in the Event of Emergency

In the case of a physical emergency, such as a natural disaster or accident, in accordance with the Emergency Response System (a system of manuals outlining countermeasures against earthquakes or influenza and other infectious diseases), the relevant facts are reported to the president and Audit & Supervisory Board members. At the same time, the heads of relevant departments collect all pertinent information, formulate response measures, clarify causes, determine countermeasures and submit reports on these actions to the Executive Committee and the Board of Directors.

### Business Continuity Plan (BCP)

Lion works to build and maintain systems to minimize damage and to ensure the continuation of business operations so that it can provide products to customers even in the event of a major earthquake, storm or flood damage, an epidemic, an outbreak of infectious disease (pandemic) or other such contingency. In the event of an emergency, we will discuss how to set in motion business continuity plans based on the Emergency Response System.

#### Basic Policy

- (1) Secure the safety of employees and their families
- (2) Continue priority businesses and key operations to minimize business damage
- (3) Carry out corporate social responsibilities and contribute to local communities

#### Key Points of Plan

- (1) Priority business: Consumer Products Business
- (2) Priority operations: Operations necessary for continuation of product supply
- (3) Target timeframes for restoring operations and organizational chains of command

### Implementing Risk Management

The Lion Group has positioned the 13 risks outlined on the next page as shared risks to be managed Group-wide because they have the potential to significantly impact the Group's management performance and financial status. Other risks have been defined as departmental risks to be dealt with by each department, mainly by officers. The status of risk response is assessed twice yearly by each department. The Corporate Planning Department compiles the results and reports them to the Board of Directors and Executive Committee. The status of each department's risk management is further assessed by the Auditing Office via business operations audits.

## Business Risks

The Lion Group has identified 13 risks that may seriously impact Group management in terms of its ability to carry out its corporate social responsibilities, including achieving sustainable growth and supplying products to customers. We are focusing particular efforts on managing these risks.

Risk	Description	Main Initiatives
(1) Risks related to market and consumer change	Risks of being unable to supply superior products and services useful for everyday living due to delays in responding to changes in markets, wholesalers, retailers or consumers	We analyze changes in markets and consumer lifestyles on an ongoing basis and develop products that offer new living habits.
(2) Product quality risks	Risks of problems with products, such as unforeseen product-related accidents, due to unforeseen product defects or mistaken use by customers	We ensure compliance with related laws and regulations and implement product development and other processes in line with our Product Management System based on the JIS Q 9000 family of standards. We have also acquired ISO 9001 certification and are working to reinforce our organizational management system for quality.
(3) Raw material procurement risks	Risks of purchase price increases and supply-chain delays or breaks due to intensifying competition in procurement	We ensure stable raw material procurement through the use of interchangeable materials, purchasing from multiple sources and practicing global procurement, and furthermore implement responsible procurement activities based on our Procurement Principles.
(4) Overseas business risks	Risks of incurring costs associated with response measures or limitations on business activities arising from political and economic developments or changes in or the tightening of laws and regulations in the countries and regions where we do business	We closely monitor developments related to political and economic conditions as well as laws and regulations in the counties and regions where we do business, continually gathering information and preparing for changes.
(5) Human resource risks	Risks of stagnation in corporate growth due to difficulty in securing and developing necessary human resources according to plans as a result of such factors as the shrinking labor force and changes in the employment environment	We practice year-round hiring and are expanding our ranks of specialized human resources while implementing the Lion Professional Fulfillment Reforms.
(6) Information management risks	Risks of information leaks, system paralysis or other incidents due to such unforeseen events as computer virus infections or improper system access	We have designated countermeasures to system problems in the Information Security Regulations, which are updated as needed, and implement thorough information management, including that of business secrets, based on the Basic Policy on Information Management.
(7) Compliance risks	Risks of serious legal or regulatory violations due to the unforeseen establishment or abolition of relevant laws or significant regulatory changes or tightening	We have established the Lion Group Charter for Corporate Behavior and Behavioral Guidelines, which serve as a code of conduct, regarding which we implement periodic education for all employees.
(8) Reputation risks	Risks of inappropriate comments or messages on social media or other platforms quickly spreading and generating controversy or backlash	We have established the Lion Group Social Media Policy, implement education for all employees and strive to quickly detect inappropriate information through the ongoing monitoring of social media and other platforms.
(9) Exchange rate risks	Risks of yen conversions upon the preparation of consolidated financial statements affecting Group management performance and financial status	We carefully monitor the exchange rates of key currencies and strive to reduce risks presented by exchange rate fluctuations through hedging and other means. We are also compiling a Social Media Risk Response Manual.
(10) Major lawsuit risks	Risks of major lawsuits resulting in unfavorable decisions for the Group	We ensure thorough legal compliance, clearly explain and discuss contract terms before forming agreements, appropriately manage intellectual property and take other steps to prevent lawsuits.
(11) Novel influenza and other infectious disease risks	Risks of the emergence and prolongation of novel strains of influenza or other infectious diseases resulting in restrictions on the movement of people and things	We implement thorough infection prevention measures under normal conditions and have designated response measures in the "Manual on Countermeasures against Novel Influenza and Other Infectious Diseases" in addition to creating a system to enable quick and appropriate action in the event of an outbreak.
(12) Major earthquake and other natural disaster risks	Risks of death or injury of employees or others, as well as physical damage, such as damage to manufacturing facilities or warehouses, caused by a major earthquake, major typhoon or other natural disaster	We have prepared a system for implementing organizational responses (including remotely) based on the "Manual on Countermeasures for Earthquake Disasters," conduct periodic drills, and have established a Business Continuity Plan (BCP) Framework to ensure business continuity and rapid recovery in the event of a disaster in order to fulfill our product supply responsibilities.
(13) Climate change and other environmental change risks	Risks related to responding to tightening regulations, rising raw material costs, other cost increases and reputational damage due to delays in responding arising from global temperature increases caused by climate change	Working to realize a sustainable society, we have established the LION Eco Challenge 2050, a set of long-term environmental objectives for 2050, and are ambitiously working to realize a decarbonized, resource-circulating society.

\* More information on the 13 risks and Lion's main initiatives to address them can be found in Lion's Securities Report for 2021 (Japanese only).



## Directors, Audit & Supervisory Board Members and Executive Officers (As of April 1, 2022)



Representative Director,  
Chairman of the  
Board of Directors

**ITSUO HAMA**

April 1977 Joined Lion Fat & Oil Co., Ltd. (now Lion Corporation)  
January 2008 Executive Officer  
March 2008 Director  
January 2012 Representative Director, President, Executive Officer, Chief Operating Officer  
January 2014 Representative Director, President and CEO, Executive Officer  
March 2016 Representative Director, President and CEO, Chairman of the Board of Directors, Executive Officer  
March 2017 Representative Director, President and Executive Officer, Chairman of the Board of Directors, Chief Executive Officer  
January 2019 Representative Director, Chairman of the Board of Directors, Chief Executive Officer  
March 2022 Representative Director, Chairman of the Board of Directors (current position)



Representative Director,  
President and Executive Officer

**MASAZUMI KIKUKAWA**

Chief Executive Officer

April 1984 Joined Lion Corporation  
January 2010 Executive Officer  
March 2012 Director  
March 2018 Representative Director, Senior Managing Executive Officer  
January 2019 Representative Director, President and Executive Officer, Chief Operating Officer  
March 2022 Representative Director, President and Executive Officer, Chief Executive Officer (current position)



Director  
Senior Executive Officer

**KENJIRO KOBAYASHI**

April 1987 Joined Lion Corporation  
January 2009 Executive Officer  
January 2010 Senior Executive Officer  
March 2012 Director  
March 2017 Director, Senior Executive Officer  
Responsible for Corporate Ethics, Human Resources Development Center, General Affairs Department, Management Support Department, Sustainability Promotion Department, System Department and Business Process Re-engineering Department (current position)



Director  
Senior Executive Officer

**YUGO KUME**

April 1984 Joined Lion Corporation  
January 2016 Executive Officer  
March 2018 Director  
January 2021 Director, Senior Executive Officer  
Responsible for Business Development Center, Health & Home Care Products Division, Gift and Channel-Specific Products Division, Direct Marketing Division and Corporate Communication Center (current position)



Director  
Executive Officer

**FUMITOMO NORITAKE**

April 1988 Joined Lion Corporation  
January 2016 Executive Officer  
March 2019 Director, Executive Officer  
Responsible for Supply Chain Management Headquarters, Manufacturing Innovation Headquarters, Purchasing Headquarters, Research and Development Headquarters, Production and Logistics Headquarters, Overall Chemicals Businesses, DX Promotion Department, Intellectual Property Department and Safety and Disaster Prevention Promotion Department (current position)



Director  
Executive Officer

**HITOSHI SUZUKI**

April 1985 Joined Lion Corporation  
January 2016 Executive Officer  
March 2019 Senior Executive Officer  
March 2021 Director, Executive Officer  
Responsible for International Division (current position)



Director  
Executive Officer

**KENGO FUKUDA**

April 1987 Joined Lion Corporation  
January 2017 Executive Officer  
January 2022 Senior Executive Officer  
April 2022 Director, Executive Officer  
Responsible for Risk Management, Corporate Planning Department, Finance Department, Consumer Service Center, Reliability Assurance Department and Legal Department (current position)

Senior Executive Officer

**Masaharu Mikuni**

Executive General Manager of Health and Home Care Products Sales Division;  
Responsible for Distribution Policy Department

Executive Officer

**Jiro Nagasawa**

Executive General Manager of Gift and Channel-Specific Products Division

Senior Executive Officer

**Masayuki Takemori**

Executive General Manager of Health and Home Care Products Division

Executive Officer

**Yasutsugu Shimizu**

Executive General Manager of Production and Logistics Headquarters

Executive Officer

**Tomomichi Okano**

President of Lion Chemical Corporation

Executive Officer

**Yoko Koike**

Director of Human Resources Development Center



External Director

**KAZUNARI UCHIDA**

January 1985 Joined Boston Consulting Group  
 June 2000 Representative for Japan, Boston Consulting Group  
 March 2006 External Auditor, Suntory Limited (now Suntory Holdings Limited)  
 April 2006 Professor, Faculty of Commerce, Waseda University  
 February 2012 External Auditor, Kewpie Corporation  
 June 2012 External Director, Lifenet Insurance Company  
 August 2012 External Director, Mitsui-Soko Holdings Co., Ltd.  
 External Director, Japan ERI Co., Ltd. (now ERI Holdings Co., Ltd.)  
 February 2015 External Director, Kewpie Corporation  
 March 2016 External Director, Lion Corporation (current position)



External Director

**TAKASHI SHIRAISHI**

June 1979 Assistant Professor, International Relations, Department of Humanities and Social Science, College of Arts and Sciences, University of Tokyo  
 January 1996 Professor, Department of Asian Studies and Department of History, College of Arts and Sciences, Cornell University  
 July 1996 Professor, Center for Southeast Asian Studies, Kyoto University  
 April 2005 Professor and Vice President, National Graduate Institute for Policy Studies  
 May 2007 President, Institute of Developing Economies, Japan External Trade Organization  
 January 2009 Councilor, Council for Science, Technology and Innovation, Cabinet Office  
 April 2011 President, National Graduate Institute for Policy Studies  
 January 2013 Member, Management Evaluation Committee (now the Advisory Committee), Lion Corporation  
 March 2017 External Director, Lion Corporation (current position)  
 April 2017 Special Visiting Professor, Ritsumeikan University  
 May 2017 Professor Emeritus, National Graduate Institute for Policy Studies (current position)  
 April 2018 Chancellor, Prefectural University of Kumamoto (current position)



External Director

**TAKAKO SUGAYA**

October 2002 Registered as an attorney at law (Daini Tokyo Bar Association)  
 Joined Yamada Hideo Law Office (now the Yamada Ozaki Law Office) (current position)  
 April 2010 Associate Professor, Toin University of Yokohama Graduate School of Laws  
 June 2018 External Director, Haruyama Holdings, Inc.  
 March 2019 External Director, Lion Corporation (current position)



External Director

**REIKO YASUE**

April 1991 Joined Nagoya Research Institute, Panasonic Information Systems Co., Ltd. (now Panasonic Advanced Technology Development Co., Ltd.)  
 December 1999 Joined Motorola, Inc.  
 June 2004 Joined SEVEN Networks, Inc.  
 September 2005 Joined Qualcomm, Inc.  
 July 2009 Joined FUJISOFT Inc.  
 April 2015 Managing Executive Officer, FUJISOFT Inc.  
 January 2018 Joined Cybernet Systems Co., Ltd., Executive Vice President  
 March 2018 Representative Director, Executive Vice President, Cybernet Systems Co., Ltd.  
 March 2019 Representative Director, President & CEO, Cybernet Systems Co., Ltd.  
 January 2020 Representative Director, President and Executive Officer, Cybernet Systems Co., Ltd. (current position)  
 March 2021 External Director, Lion Corporation (current position)



Audit &amp; Supervisory Board Member

**TOSHIYUKI NIKKAWA**

April 1984 Joined Lion Corporation  
 March 2019 Audit & Supervisory Board Member (current position)



Audit &amp; Supervisory Board Member

**YOSHIAKI KAMAO**

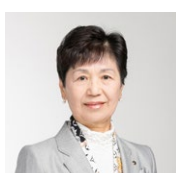
April 1985 Joined Lion Corporation  
 March 2019 Audit & Supervisory Board Member (current position)



External Audit &amp; Supervisory Board Member

**TAKAO YAMAGUCHI**

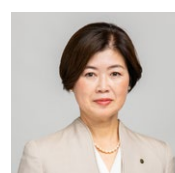
October 1981 Joined Chuo Accounting Office Auditing Corporation  
 February 1985 Acquired Japanese CPA certification  
 September 1987 Entered Yamaguchi Accounting Office  
 December 1987 Acquired Japanese tax accountant certification  
 January 1996 Director, Yamaguchi Accounting Office (current position)  
 March 2015 Alternate External Audit & Supervisory Board Member, Lion Corporation  
 March 2019 External Audit & Supervisory Board Member, Lion Corporation (current position)



External Audit &amp; Supervisory Board Member

**SETSUKO TAKEMOTO**

April 1969 Joined the Ministry of Finance  
 July 2009 Director, Ogikubo Tax Agency  
 July 2011 Retired from the National Tax Agency  
 August 2011 Acquired Japanese tax accountant certification  
 September 2011 Established Takemoto Setsuko Tax Accounting Office (now the Kuchitani General Accounting Office) as partner (current position)  
 March 2019 External Audit & Supervisory Board Member, Lion Corporation (current position)



External Audit &amp; Supervisory Board Member

**ATSUKO SUZUKI**

April 1986 Joined Matsushita Electric Industrial Co., Ltd. (now Panasonic Corporation)  
 April 2008 Director and Manager of the CSR Office, Matsushita Electric Industrial Co., Ltd. (resigned in December 2014)  
 April 2010 External Director and Auditor, Nara Women's University (resigned in December 2012)  
 January 2015 Joined Asahi Breweries, Ltd.  
 April 2015 Manager of the Social Environment Department, Asahi Breweries, Ltd.  
 October 2015 Manager of the Sustainability Promotion Section, Olympic/Paralympic Promotion Headquarters (concurrently held), Asahi Breweries, Ltd.  
 April 2017 Director and General Manager of the CSR Division of Asahi Group Holdings, Ltd.  
 March 2021 External Audit & Supervisory Board Member, Lion Corporation (current position)

Note: Notification of the appointment of Mr. Uchida, Mr. Shiraishi, Ms. Sugaya and Ms. Yasue as independent directors, and Mr. Yamaguchi, Ms. Takemoto and Ms. Suzuki as Audit & Supervisory Board members has been sent to the Tokyo Stock Exchange.

Executive Officer

**Kosuke Tanaka**

Executive General Manager of Research and Development Headquarters

Executive Officer

**Annette Ling**

Executive General Manager of International Division

Executive Officer

**Kei Minamikawa**

Executive General Manager of Supply Chain Planning Headquarters, Director of Administration Department



# Management's Discussion and Analysis of Fiscal 2021 Results

## Market Environment

In fiscal 2021 (January 1, 2021–December 31, 2021), as the effects of the novel coronavirus (COVID-19) pandemic stretched on, despite signs of recovery in corporate profits, conditions in the Japanese economy remained harsh overall, with continued stagnation in employment and personal consumption.

In domestic consumer products, the Lion Group's main business, while unit prices continued to rise, the overall market shrank, due partly to recoil from an expansion in sales of hygiene-related products and certain other products in the previous year.

## Consolidated Results

Under Vision2030, its long-term strategic framework, the Lion Group advanced initiatives to address its Sustainability Material Issues as well as measures based on three growth strategies – “Accelerate growth in four fields of value creation,” “Transform our business foundations for growth” and “Generate dynamism to realize innovative change.” At the same time, with no end to the COVID-19 pandemic in sight, the Lion Group made every effort to prevent the spread of the virus and ensure the safety of its employees while focusing efforts on promoting the establishment of good hygienic habits.

In domestic operations, Lion introduced new products including toothpastes, dental rinses, hygiene-related products, fabric softeners, dishwashing detergents, household cleaners and antipyretic analgesics, with a focus on high-value-added products, and worked to cultivate markets for these products through efficient marketing.

In overseas operations, in addition to efforts to expand its business in the personal care field, which includes oral care and beauty care products, the Group sought to

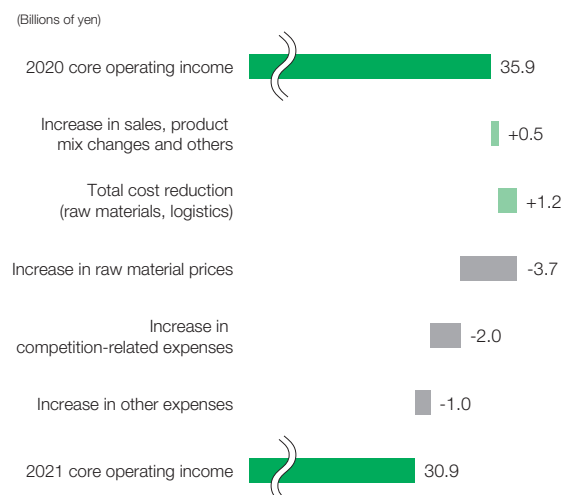
bolster its competitiveness and profitability in the home care field, which includes such products as laundry detergents.

Reflecting these efforts, consolidated results for fiscal 2021 were as follows. Net sales amounted to ¥366,234 million, a year-on-year increase of 3.1% (or a 1.9% increase at constant currency excluding exchange rate fluctuations). Core operating income\* came to ¥30,923 million, down 14.0%, and operating profit was ¥31,178 million, down 29.3%. Profit for the period attributable to owners of the parent totaled ¥23,759 million, down 20.5%.

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

	2021	2020
Net sales	366,234	355,352
Core operating income	30,923	35,937
Ratio of core operating income to net sales	8.4%	10.1%
Operating profit	31,178	44,074
Ratio of operating profit to net sales	8.5%	12.4%
ROE	9.8%	13.6%

### Changes in Core Operating Income



### Selling, General and Administrative Expenses

	2021		2020	
	Amount (Millions of yen)	% of net sales	Amount (Millions of yen)	% of net sales
Selling, general and administrative expenses	148,181	40.5	143,934	40.5
Sales commissions	9,864	2.7	9,426	2.7
Promotion expenses	28,466	7.8	26,909	7.6
Advertising expenses	24,908	6.8	24,943	7.0
Transportation and warehousing expenses	20,169	5.5	18,851	5.3
Salaries and allowances	16,663	4.5	15,739	4.4
R&D expenses	11,180	3.1	10,906	3.1
Other expenses	36,928	10.1	37,156	10.5

## Results by Reportable Segment

The Group comprises three reportable segments differentiated by product and service type and by region, which are in turn based on business divisions and companies. These reportable segments are 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 0.6% compared with the previous fiscal year. Segment profit decreased 22.8%, reflecting increases in raw material prices and competition-related expenses.

#### Net Sales and Segment Profit

(Millions of yen)

	2021 % of net sales	2020 % of net sales	Change	Change (%)
Net sales	247,068	245,493	1,574	0.6%
Segment profit	19,039 7.7%	24,647 10.0%	(5,607)	(22.8%)

Note: Net sales include internal sales within and among segments, which amounted to ¥17,473 million in fiscal 2021 and ¥15,746 million in fiscal 2020.

#### Net Sales by Product Category

(Millions of yen)

	2021	2020	Change	Change (%)
Oral Care Products	69,418	66,407	3,010	4.5%
Beauty Care Products	24,729	31,489	(6,760)	(21.5%)
Fabric Care Products	60,660	59,119	1,540	2.6%
Living Care Products	25,158	24,063	1,094	4.5%
Pharmaceutical Products	25,381	23,897	1,484	6.2%
Other Products	41,720	40,515	1,204	3.0%

In Oral Care Products, overall sales of toothpastes increased. Although sales of the *SYSTEMA EX Toothpaste* decreased, sales of the *CLINICA Advantage Toothpaste* were favorable, and the new *Lightee Toothpaste*, a whitening toothpaste that thoroughly removes grime from even micro-level imperfections in the dental surface, received favorable customer reviews.

In toothbrushes, overall sales increased as sales of *CLINICA ADVANTAGE Toothbrush* were strong, and sales of *SYSTEMA Toothbrush* were firm.

In dental rinses, overall sales increased. Sales of *NONIO Plus Whitening Dental Rinse* were strong, and the product lineup saw the addition of new *SYSTEMA Haguki (the*

*Gums) Plus Premium Dental Rinse*, featuring a unique premium formula with eight effects. It revitalizes gums and helps prevent gum disease (gum and periodontal inflammation).

In Beauty Care Products, overall sales of hand soaps decreased as sales of *KireiKirei Medicated Foaming Hand Soap* decreased, reflecting recoil from a demand boom in the previous year.

In body washes, overall sales increased as *hadakara Body Soap* were firm.

In antiperspirants and deodorants, overall sales fell as sales of the *Ban Sweat-Blocking Roll-On* series decreased.

In Fabric Care Products, overall sales of fabric softeners increased as sales of *SOFLAN Aroma Rich* and *SOFLAN Premium Deodorizer* were firm.

In laundry detergents, overall sales decreased slightly. Sales of highly concentrated liquid laundry detergent *TOP SUPER NANOX For Odors* were strong, but sales of liquid laundry detergent *TOP Clear Liquid* fell.

In Living Care Products, overall sales of dishwashing detergents increased as sales of *CHARMY Magica* were steady, and sales of *CHARMY Crysta* for dishwashers were strong.

In household cleaners, overall sales increased significantly. Sales of bath detergent *LOOK Plus Bath Cleansing* and bathroom fungicide *LOOK Plus Bath Antimold Fogger* were strong, and *LOOK Plus Awa-Pita Toilet Cleaning Spray*, a new type of product that easily cleans even the hard-to-clean space under the toilet bowl rim, received favorable consumer reviews.

In food preparation products, overall sales decreased as sales of *REED Healthy-Cooking Paper* decreased.

In Pharmaceutical Products, overall sales of antipyretic analgesics increased significantly as sales of the *BUFFERIN* series, which saw the launch of *BUFFERIN PREMIUM DX*, a new product for severe headaches that is formulated for maximum effect and speed, increased substantially.

In eye drops, overall sales increased due to strong sales of *Smile 40 Mediclear DX*, although sales of the *Smile 40EX* series decreased.

In Other Products, overall sales of direct-to-consumer products decreased as sales of *Nice rim essence Lactoferrin* decreased.

In pet supplies, overall sales increased as sales of *Nioi wo Toru Suna (Deodorizing Cat Litter)* were firm, and those of oral care products were favorable.

## Industrial Products Business

The Industrial Products Business segment includes the Mobility, Electronics and Detergents for Institutional Use fields. These businesses handle products that include anti-sticking agents for tires, electro-conductive carbon for secondary batteries, and detergents for institutional and kitchen use, respectively. Segment net sales increased 11.3% compared with the previous fiscal year. Segment profit increased 22.0%.

### Net Sales and Segment Profit (Millions of yen)

	2021 % of net sales	2020 % of net sales	Change	Change (%)
Net sales	61,271	55,069	6,201	11.3%
Segment profit	2,650	2,171	478	22.0%

Note: Net sales include internal sales within and among segments, which amounted to ¥26,491 million in fiscal 2021 and ¥23,505 million in fiscal 2020.

In the Mobility field, sales of anti-sticking agents for tires and mold releasing agents for rubber were strong, and overall sales increased significantly.

In the Electronics field, sales of conductive carbon for vehicle batteries were strong, and overall sales increased substantially.

In the Detergents for Institutional Use field, sales of hand soaps were favorable, and overall sales increased.

## 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 7.5% year on year (a 3.1% increase at constant currency excluding exchange rate fluctuations). Segment profit decreased 15.9%, reflecting increased raw material prices.

### Net Sales and Segment Profit (Millions of yen)

	2021 % of net sales	2020 % of net sales	Change	Change (%)
Net sales	109,253	101,651	7,602	7.5%
Segment profit	6,005	7,144	(1,138)	(15.9%)

Note: Net sales include internal sales within and among segments, which amounted to ¥10,525 million in fiscal 2021 and ¥10,440 million in fiscal 2020.

In Southeast Asia, overall sales were up 3.5%.

In Thailand, sales of dishwashing detergents decreased, but sales of laundry detergents were steady. Overall sales after yen conversions increased.

In Malaysia, sales of *TOP* laundry detergent were firm. Overall sales after yen conversions increased.

In Northeast Asia, overall sales were up 15.1%.

In South Korea, sales of hand soaps decreased, but due to exchange rate fluctuations, overall sales after yen conversions increased.

In China, sales of *SYSTEMA* toothbrushes and products imported from Japan increased significantly. Overall sales after yen conversions were up substantially.

## Other

### Net Sales and Segment Profit (Millions of yen)

	2021 % of net sales	2020 % of net sales	Change	Change (%)
Net sales	27,881	34,820	(6,938)	(19.9%)
Segment profit	2,145	2,315	(169)	(7.3%)

Note: Net sales include internal sales within and among segments, which amounted to ¥24,687 million in fiscal 2021 and ¥31,992 million in fiscal 2020.

## Financial Status

### Consolidated Financial Status

	2021	2020	Change
Total assets (millions of yen)	428,025	435,501	(7,475)
Total equity (millions of yen)	265,014	244,856	20,158
Ratio of equity attributable to owners of the parent to total assets <sup>1</sup> (%)	58.8	53.2	5.6
Equity attributable to owners of the parent to total assets per share <sup>2</sup> (yen)	865.31	797.08	68.23

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 the calculation of equity attributable to owners of the parent to total assets per share.

Total assets fell ¥7,475 million compared with the previous consolidated fiscal year-end to ¥428,025 million. This was primarily attributable to a decrease in cash and cash equivalents. Total equity increased ¥20,158 million to ¥265,014 million. The ratio of equity attributable to owners of the parent to total assets stood at 58.8%.

## Consolidated Cash Flows

(Millions of yen)

	2021	2020	Change
Cash flows from operating activities	19,296	40,729	(21,433)
Cash flows from investing activities	(34,177)	(19,868)	(14,308)
Cash flows from financing activities	(10,225)	(9,140)	(1,085)
Effect of exchange rate change on cash and cash equivalents	822	(593)	1,415
Net increase (decrease) in cash and cash equivalents	(24,283)	11,127	(35,411)
Cash and cash equivalents at end of period	97,250	121,534	(24,283)

Net cash provided by operating activities totaled ¥19,296 million, due mainly to profit before tax.

Net cash used in investing activities totaled ¥34,177 million, due in part to the purchase of property, plant and equipment.

Net cash used in financing activities totaled ¥10,225 million. Major components of this outflow included cash dividends paid.

As a result of the above, cash and cash equivalents as of December 31, 2021 decreased ¥24,283 million compared with December 31, 2020, to ¥97,250 million.

## Outlook for 2022

## Outlook for 2022

(Millions of yen)

	Fiscal 2022 forecast	2021	Change	Change (%)
Net sales	375,000	366,234	8,765	2.4%
Core operating income*	23,000	30,923	(7,923)	(25.6%)
Operating profit	27,500	31,178	(3,678)	(11.8%)
Profit for the period attributable to owners of the parent	20,000	23,759	(3,759)	(15.8%)
Basic earnings per share (yen)	68.79	81.73	(12.94)	(15.8%)

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

During fiscal 2022 (the year ending December 31, 2022), despite anticipated recovery from the harsh conditions created by the COVID-19 pandemic, the outlook remains unclear.

In domestic consumer products, the Lion Group's main business, although steady demand is expected, intense competition is forecast to continue.

Amid these circumstances, the Lion Group will launch its new medium-term management plan, Vision2030 1st STAGE, based on its Vision2030 long-term strategic framework, aiming to contribute to the realization of a sustainable society and to accelerate business growth.

In the Consumer Products Business segment, the Lion Group will introduce and cultivate new, high-added-value and environmentally friendly products in its mainstay businesses, working to accelerate new value creation initiatives in its four fields of value creation.

In the Industrial Products Business segment, the Lion Group will steadily promote its priority measures in such key areas as the Mobility and Electronics fields to reinforce its business foundation and strive to contribute to sustainability through the sale of its products. Furthermore, Lion will step up marketing efforts to reach out to key customer groups in the Detergents for Institutional Use 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 expanding the scale of 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. At the same time, the Group will proactively advance deliberations related to entry into new countries or areas.

As a result of the above, net sales in fiscal 2022 are expected to increase, but profit is expected to decrease, reflecting rising raw material costs and increased depreciation and amortization due to investments for growth.

Consolidated results forecasts for fiscal 2022 are as follows: net sales of ¥375,000 million (up 2.4% year on year), core operating income of ¥23,000 million (down 25.6%), operating profit of ¥27,500 million (down 11.8%) and profit for the period attributable to owners of the parent of ¥20,000 million (down 15.8%).

## Assumptions Underlying the Forecast of Consolidated Financial Results for Fiscal 2022

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

¥110 = US\$1.00

¥3.4 = 1.00 baht

## Forecast of Fiscal 2022 Consolidated Cash Flows

In cash flows from operating activities, Lion projects profit before tax of approximately ¥28,000 million. Depreciation and amortization is estimated to total about ¥18,000 million.

In cash flows from investment activities, Lion plans to undertake capital expenditures of around ¥29,000 million.

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 as of December 31, 2022 will be up approximately ¥7,000 million year on year.

# Ten-Year Financial Summary

V-1 Plan  
2012–2014

V-2 Plan  
2015–2017

## Japanese GAAP

(Millions of yen)

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

\* Includes intangible assets.



**LIVE Plan  
2018–2020**
**IFRS**

(Millions of yen)

	2018	2019	2020	2021
<b>Consolidated Statement of Income</b>				
Net sales	349,403	347,519	355,352	366,234
Cost of sales	177,673	175,588	175,479	187,129
Gross profit	171,729	171,931	179,872	179,104
Selling, general and administrative expenses	143,353	141,882	143,934	148,181
Core operating income	28,375	30,048	35,937	30,923
Operating profit	34,196	29,832	44,074	31,178
Profit before tax	35,658	31,402	44,494	34,089
Profit for the period attributable to owners of the parent	25,606	20,559	29,870	23,759
<b>Consolidated Statement of Financial Position</b>				
Total assets	355,365	380,701	435,501	428,025
Property, plant and equipment	81,546	90,903	118,379	120,673
Total non-current liabilities	21,350	23,781	24,016	23,792
Total liabilities	151,093	159,499	190,644	163,011
Total equity	204,271	221,201	244,856	265,014
<b>Other selected data</b>				
Capital expenditures*	16,678	23,644	47,570	21,890
R&D expenses	10,969	10,944	10,906	11,180
Depreciation and amortization*	8,707	10,504	11,732	14,252
Number of employees	6,941	7,151	7,452	7,584
<b>Per share data (yen)</b>				
Basic earnings per share	88.11	70.72	102.75	81.73
Diluted earnings per share	87.99	70.63	102.61	81.59
Cash dividends paid per share	20.00	21.00	23.00	24.00
Equity attributable to owners of the parent to total assets per share	657.50	716.94	797.08	865.31
Number of outstanding shares (common stock)	299,115,346	299,115,346	299,115,346	299,115,346
<b>Ratios (%)</b>				
Gross profit to net sales	49.1	49.5	50.6	48.9
Selling, general and administrative expenses to net sales	41.0	40.8	40.5	40.5
Operating profit to net sales	9.8	8.6	12.4	8.5
Profit before tax to net sales	10.2	9.0	12.5	9.3
Profit for the period attributable to owners of the parent to net sales	7.3	5.9	8.4	6.5
Profit for the period to equity attributable to owners of the parent (ROE)	13.9	10.3	13.6	9.8

# External Evaluations and Participation in External Organizations

(As of May 2022)

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

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

**2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)**

THE INCLUSION OF LION CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS 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. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



## Participation in External Organizations



RSPO



## Evaluations, Certifications and Awards

### Overall CSR



Sustainability Site  
Awards 2022  
Gold Award



### Human Resources



### Supply Chain

### Environment

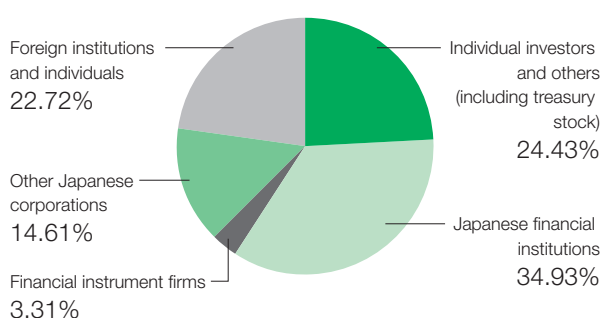


# Corporate Overview (As of December 31, 2021)

## Corporate Overview

<b>Corporate Name</b>	Lion Corporation
<b>Foundation</b>	October 30, 1891
<b>Establishment</b>	September 1918
<b>Capital</b>	¥34,433,720,000
<b>Address</b>	3-7, Honjo 1-chome, Sumida-ku, Tokyo 130-8644, Japan
<b>Employees</b>	3,165 (Consolidated: 7,584)

## Shareholders by Category



## Stock Information

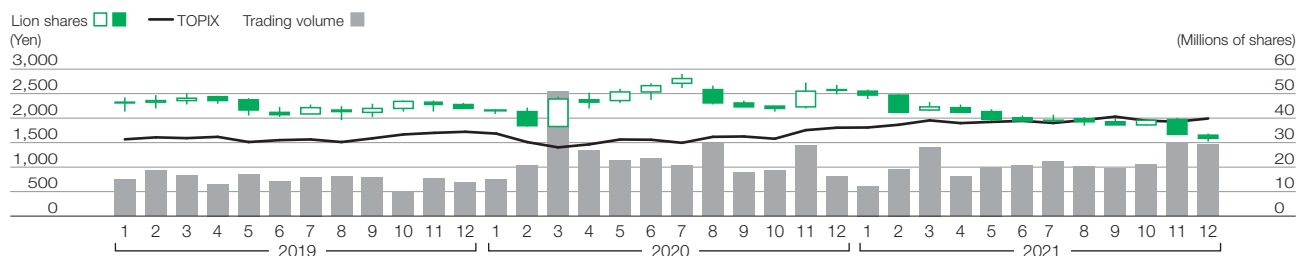
<b>Stock Listing</b>	First Section of Tokyo Stock Exchange
<b>Securities Code</b>	4912
<b>Transfer Agent</b>	Mitsubishi UFJ Trust and Banking Corporation
<b>Number of Shares of Common Stock</b>	299,115,346 (Issued and outstanding)
<b>Number of Shareholders</b>	164,059

## Principal Shareholders

Shareholder	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	11.61
Custody Bank of Japan, Ltd. (Trust Account)	9.12
Custody Bank of Japan, Ltd. As trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	3.52
STATE STREET BANK AND TRUST COMPANY 505223	2.75
MUFG Bank, Ltd.	2.42
STATE STREET BANK WEST CLIENT -TREATY 505234	1.60
SMBC Nikko Securities Inc.	1.58
Tokio Marine & Nichido Fire Insurance Co., Ltd.	1.52
Meiji Yasuda Life Insurance Company	1.40
TOYOTA TSUSHO CORPORATION	1.20

Note: Shareholding ratios are calculated based on a total of 291,501,619 shares, which is the number of shares issued and outstanding less the number of shares of treasury stock, and are rounded down to the second decimal place.

## Share Price and Trading Volume



## Editorial Policy

*Lion Integrated Report 2022* is intended to provide Lion's shareholders, investors and other stakeholders with key information about the Company's initiatives for increasing its corporate value over the medium to long term by fulfilling its purpose of "Make a difference in everyday lives by redesigning habits: ReDesign" and facilitating deeper understanding of the Lion Group.

**Period Covered:** From January 1, 2021 to December 31, 2021 (Some information covers activities in 2022.)

**Scope of Coverage:** Lion Corporation and all of its consolidated subsidiaries, in principle.

Note: Where the scope of coverage of reported activities or data differ from the above, a description is provided.

**Accounting Standards Applied:** International Financial Reporting Standards (IFRS)

**Referenced Guidelines:**

- International Integrated Reporting Framework issued by the Value Reporting Foundation (VRF)
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry
- GRI Sustainability Reporting Standards issued by the Global Reporting Initiative
- ISO 26000: 2010 Guidance on social responsibility issued by the Japanese Standards Association

**Regarding Forward-Looking Statements**

This integrated report contains forward-looking statements on subjects that include matters related to future business plans, corporate strategies and forecasts of performance. Such statements were formulated based on information that was available at the time of the preparation of this integrated report and contain uncertainties regarding such factors as economic conditions, market trends and foreign currency risks. Actual results may differ from the information presented in these forward-looking statements.

**Inquiries**

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3-7, Honjo 1-chome,  
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