life. love.
LION

Lion
Sustainability Website2026

〈PDF〉



ReDesign

Make a difference in everyday lives by redesigning habits

Lion Sustainability Website PDF version: From January 1, 2025 to Present

Some parts also include information about activities conducted outside of the above periods.

* Click each item in the table of contents to move to the corresponding page in this PDF.

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Message from Management



Make a difference in everyday lives by redesigning habits: ReDesign

Since its founding in 1891, Lion has supported people's lives through creating better habits. Our products are an integral part of the activities of daily living, from brushing teeth to doing laundry and cleaning. Transforming these everyday activities into healthier and more comfortable experiences is both the foundation and the core of our business.
For example, if people establish proper toothbrushing habits and use products with higher functionality, they can enjoy eating with healthy teeth throughout their lives. And if housework is done more efficiently, people will have more free time to spend with their families. Contributing to people's everyday lives through positive changes like these is Lion's purpose, embodying the spirit that has been passed down for over 130 years.

While we have always conducted our business guided by this spirit, the business environment surrounding us is constantly changing and has further increased in complexity in recent years. For example, addressing global environmental issues requires not only corporate-level initiatives but also a transformation in societal habits —such as conserving water and energy and using resources effectively in everyday life.
From a global perspective, social issues are diversifying across countries and regions. In Northeast Asia, where we operate, these include rising medical costs due to an aging population, while in Southeast and South Asia, these include establishing health and hygiene habits tailored to each region's stage of economic development.

To address these diverse and complex social issues and continuously create both social and economic value, we have made our Purpose the cornerstone of our management and established our management vision as "Becoming an advanced daily healthcare company." To realize this vision, we have formulated "Vision2030," our medium- to long-term strategic framework, and are carrying out a wide range of business initiatives.

We believe that "Creating Better Habits" is an activity that simultaneously resolves social issues and generates economic value, and that the cumulative effect of these efforts enhances corporate value sustainably. By fully leveraging our unique approach of solving social issues through Creating Better Habits and expanding our initiatives from Japan to Asia and beyond, we aim to achieve sustainable growth and contribute to a sustainable society.

Masayuki Takemori

Representative Director,
President and Executive Officer

Approach and Implementation Framework

- Basic Approach
- Sustainability Management (Implementation Framework)
- The Lion Group Sustainability Material Issues and Objectives for 2030
- Contributing to the Achievement of the SDGs
- Identifying Material Issues/History/Initiatives and External Evaluations

Basic Approach

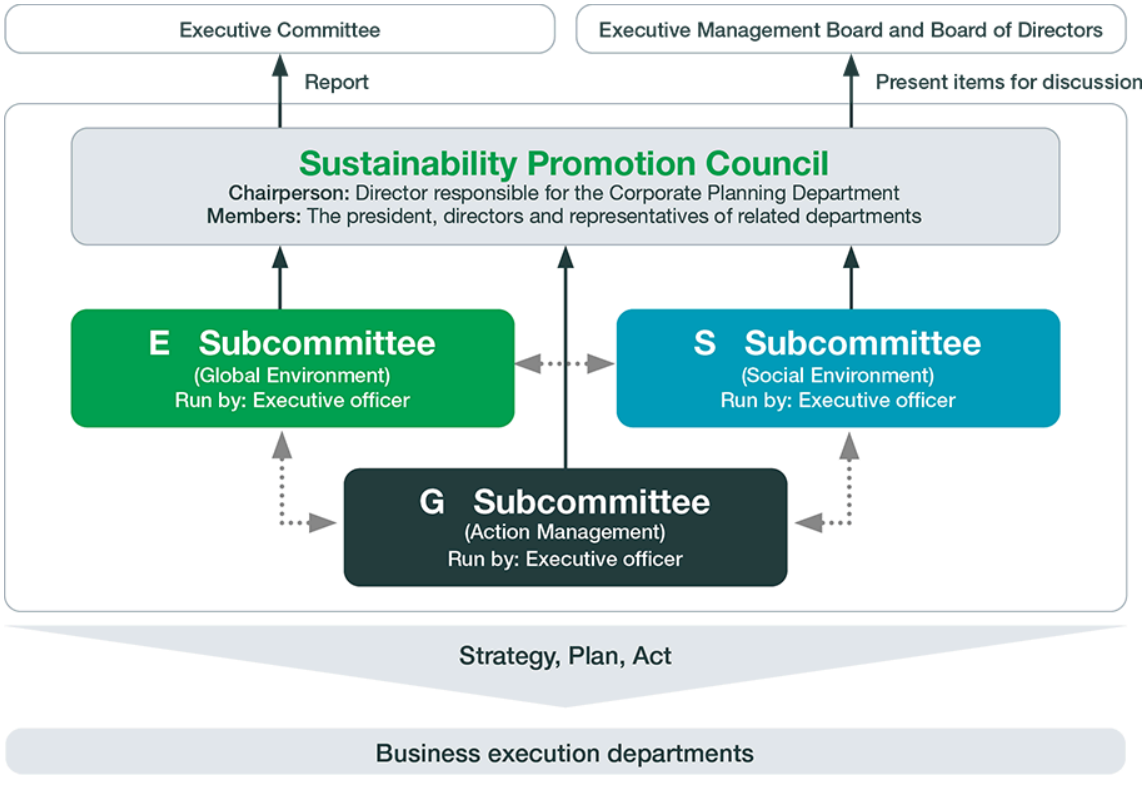
Upholding its founding spirit of “benefiting society through its business activities,” Lion has long promoted economic development and has built a considerable track record in addressing environmental and social issues through its business activities.

At present, we are working toward achieving our management vision for 2030 of “Becoming an advanced daily healthcare company” backed by our purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” which serves as our management foundation in line with the overarching aim of contributing to a sustainable society while driving business growth.

Sustainability Management (Implementation Framework)

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 the Sustainability Promotion Council, convening twice a year.

We have established the E, S and G subcommittees under the council, each headed by an executive officer, to promote and monitor initiatives for the Sustainability Material Issues. Decisions made by the council are shared with the Executive Committee and, as necessary, presented to and discussed by the Executive Management Board and the Board of Directors, before being reflected in the business activities of the business execution departments.



The Lion Group Sustainability Material Issues and Objectives for 2030

With an eye to achieving its management vision of “Becoming an advanced daily healthcare company” by 2030 and contributing to the Sustainable Development Goals (SDGs), a set of shared global goals for 2030, the Lion Group has established the Lion Group Sustainability Material Issues and objectives for 2030.

We have identified 13 Sustainability Material Issues that serve as a roadmap for creating value in businesses in which the Group has an advantage, and for fulfilling our corporate social responsibilities. Within this roadmap, the Group has positioned “creating healthy living habits” and “promoting environmental initiatives for a sustainable planet” as top-priority material issues in which the Group must invest management resources to secure a competitive advantage. Aiming for a higher level of achievement, the 2030 objectives include quantitative indicators for evaluating our progress. In light of changes in the social environment, such as the spread of COVID-19, we reviewed our objectives and indicators in 2021 and 2025, and in 2024 we revised certain calculation methods.

Taking an integrated approach that incorporates sustainability into management strategy, the Lion Group aims to contribute to the realization of a sustainable society and achieve further business growth.

Sustainability Material Issues, 2030 Objectives & Progress

Material Issues	Objectives (2030)	Progress (2025 Results)
E (Environment) **Top-Priority Material Issues** ① > Promoting Environmental Initiatives for a Sustainable Planet 	Reduce CO_2 emissions throughout business activities.	• Down 36% compared with 2017 (Figure after deducting purchases of carbon credits. 27% reduction if not deducted.)
	Reduce CO_2 emissions throughout product lifecycles.	• Down 11% compared with 2017
	Achieve a CO_2 emissions reduction effect in excess of Lion’s own emissions to help society become carbon negative.	• Plan to formulate actions and KPIs and verify their effectiveness
	Actively promote the 3Rs (reduce, reuse, recycle) and renewable resource activities.	• 97% (Japan) Rate of containers and other packaging using sustainable materials: 2.9%
	Reduce water usage throughout product lifecycles.	• Down 24% compared with 2017
S (Social) **Top-Priority Material Issues** ② > Creating Healthy Living Habits 	Provide opportunities for everyone to practice oral healthcare whenever necessary and foster oral health care habits to promote health for all.	Total number of persons provided with products,services and information aimed at creating healthy living habits ⇒ Oral healthcare habits: 400 million people ∗Source: Lion survey
	Promote the establishment of cleanliness and hygiene habits that prevent bacteria and viruses from entering the body across all aspects of daily living, so that everyone can stay healthy.	Total number of persons provided with products,services and information aimed at creating healthy living habits ⇒ Cleanliness and hygiene habits: 320 million people∗ ∗Based on 2024 performance, a new calculation method was adopted, expanding the scope of activities to include personal and food safety, in light of business conditions in Asia

Material Issues	Objectives (2030)	Progress (2025 Results)
S (Social) ③ › Promoting Diversity, Equity & Inclusion ＊ 	Establish an organization that enables new value creation by appointing decision-makers with diverse values, thinking, and attributes.	• Ratio of women in management: 28.3%
S (Social) ④ › Promoting Work-Life Enrichment ＊ 	Create an environment that helps employees fulfill their ambitions through synergy between work and private life.	• Percentage of employees who feel they can autonomously choose when and where to work according to their lifestyle • Percentage of employees who feel their workplace fosters a culture of mutual respect for life outside of work ⇒ Average of the two indicators: 72.5% (Japan)
S (Social) ⑤ › Developing Human Resources ＊ 	Strengthen employees' problem-solving skills to ensure that each individual can contribute to the execution of our management strategy.	Average score＊ across four competencies—goal setting, solution orientation, critical thinking, and logical reasoning—in multi-source behavioral assessments ＊Based on a 0–100 scale using a multi-rater evaluation method (360-degree feedback) conducted by an external provider, incorporating input from supervisors, subordinates, and colleagues ⇒ Management: 73, Non-management: 63 (Japan)
S (Social) ⑥ › Improving Employee Health ＊ 	Support mental and physical healthcare for employees to reinforce Group human resources and achieve sustainable corporate growth.	• Japan: Dental checkup participation rate ⇒ 94% • Overseas: Participation rate in company-level preventive dental care program ⇒ 47.6% • Absenteeism rate ⇒ 1.4%(Slightly increased compared to 2024)
S (Social) ⑦ › 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 training: 100% as planned • Serious accidents and incidents: Zero

Material Issues	Objectives (2030)	Progress (2025 Results)
S (Social) ⑧ > 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 Lion Group: 100% Suppliers: 95%
S (Social) ⑨ > 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.	• Ratio of certified raw materials procurement Japan: Certified paper and pulp: 88% (item ratio) Certified palm oil and palm kernel oil derivatives: 99% (based on key raw materials) Lion Group: Certified paper and pulp: 58% (item ratio) Certified palm oil and palm kernel oil derivatives: 59% (based on key raw materials) • Ratio of suppliers supporting zero deforestation Japan: 55%, Lion Group: 47%
S (Social) ⑩ > Pursuing Customer Satisfaction and Trust 	Promote and reinforce customer-oriented business activities by improving customer support quality and the value of products and services.	• Conducted ISO 10002 internal audit (June) • Collected and analyzed customer feedback and updated the inquiry and response system to better leverage this feedback (March) • Updated the Q&A management tool to provide timely information to customers and service representatives (December)
G (Governance) ⑪ > 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.	• Disclosed once
G (Governance) ⑫ > Reinforcing Compliance 	Reinforce effective initiatives to instill compliance awareness and thus earn and maintain the trust of society.	• Participation in training: 100% as planned • Serious compliance violations: Zero
G (Governance) ⑬ > Enhancing Governance 	Build a sound, fair, transparent and highly effective governance system to enable sustainable corporate value enhancement.	• Disclosed once • Continued activities to maintain or improve evaluation compared with 2024

＊ Objectives and indicators for these human capital-related material issues have been revised based on 2025 results.

PDF version


Key Non-Financial Data

Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030

Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 PDF (792KB)

The Lion Group Sustainability Material Issues Contributing to the SDGs

	Sustainability Material Issues	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
E	Promoting Environmental Initiatives for a Sustainable Planet			●			●	●		●			●	●	●	●		●
S	Creating Healthy Living Habits			●	●		●				●		●					●
S	Promoting Diversity, Equity and Inclusion*					●			●		●							
S	Promoting Work-Life Enrichment*			●					●									
S	Developing Human Resources*					●			●		●							
S	Improving Employee Health*			●					●									●
S	Enhancing the Occupational Safety Management System			●					●									
S	Respecting Human Rights					●			●		●						●	●
S	Building Responsible Supply Chain Management					●	●	●	●		●		●	●	●	●	●	●
S	Pursuing Customer Satisfaction and Trust			●							●		●					
G	Promoting Risk Management								●				●					
G	Reinforcing Compliance					●					●						●	
G	Enhancing Governance																●	

＊ Objectives and indicators for these human capital-related material issues have been revised based on 2025 results.

Contributing to the Achievement of the SDGs

The Sustainable Development Goals (SDGs) are a set of common goals for 2030 established by the United Nations (UN) aimed at the realization of a sustainable world.

The Lion Group's contribution will mainly be to the realization of SDG 3, "Ensure healthy lives and promote well-being for all at all ages," through its products and services. At the same time, by pursuing initiatives aimed at realizing the Vision 2030 long-term strategic framework, we will contribute to the creation of a sustainable world, the ultimate goal of the SDGs.



- Promoting oral healthcare
- Establishing cleanliness and hygiene habits



› Lion's SDG-Related Initiatives

Identifying Material Issues/History/Initiatives and External Evaluations



Identifying Material Issues



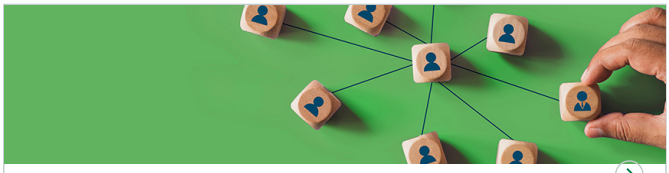
Lion's History (Sustainability)



Initiatives and External Evaluations



ESG Data and Third-Party Verification



Stakeholder Engagement



Social Contribution Activities

Identifying Material Issues

Process

In 2020, the Lion Group applied the steps below to revise its list of Sustainability Material Issues to address over the coming decade in order to achieve its goals for 2030, including the realization of the management vision and contributing to the realization of the SDGs. 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 choice 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 toward to secure a competitive advantage. We revised our indicators and objectives in 2021 and 2025 in response to changes in the external environment, including the spread of infectious diseases.

Our Approach to Identifying Sustainability Material Issues



Steps for Identifying Sustainability Material Issues



Step 3

Investigate the soundness of the material issues

The soundness of each item was investigated in light of the viewpoints of third-party institutions and the issues were revised as necessary.

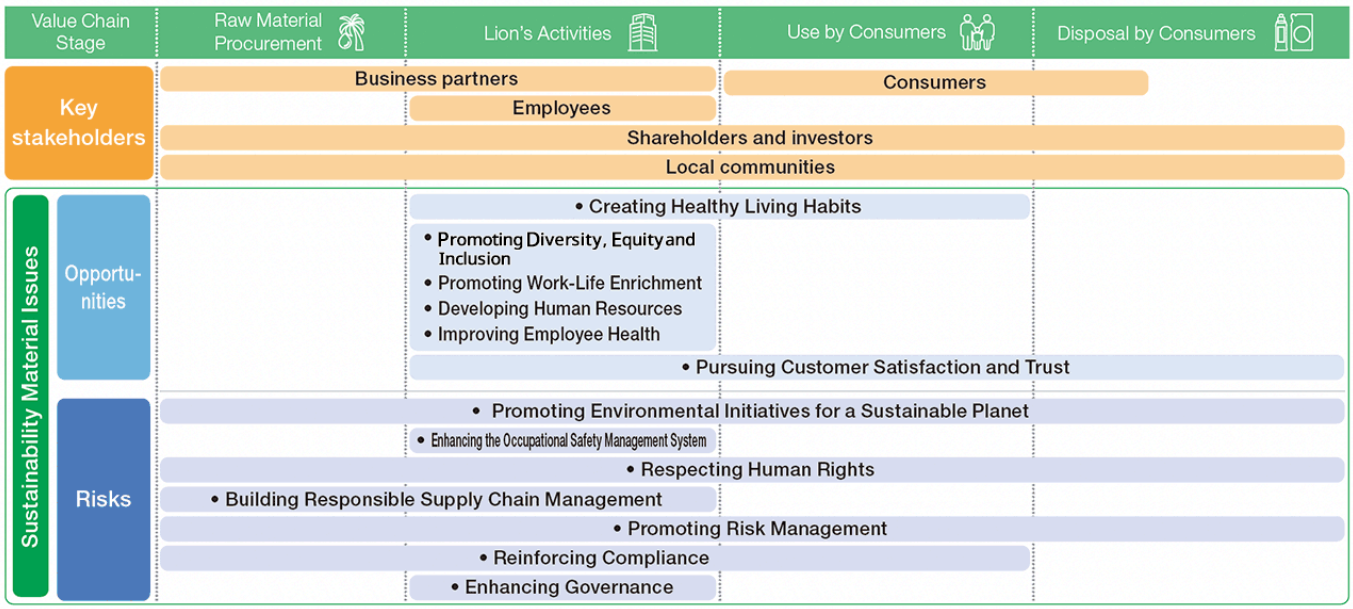
Step 4

Obtain approval from the Executive Committee and Board of Directors

The Sustainability Material Issues identified were approved by the Executive Committee and Board of Directors.

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.



View Sustainability Material Issues, 2030 Objectives & Progress

Promoting Environmental Initiatives for a Sustainable Planet

- Basic Approach
- Lion’s Commitment to the Environment
- LION Eco Challenge 2050 Long-Term Environmental Objectives
- Initiatives for Reducing the Environmental Burden

Basic Approach

Since our founding, originating from soap and toothpaste, Lion has strived to adhere to our founding spirit of “benefitting society though business activities.” Building on our commitment to people’s mental and physical health, we continue to foster better living habits in the area of environmental conservation as well. The Lion Group has established an environmental policy based on the belief that protecting the global environment—the foundation of health and daily living—is a serious responsibility. In addition, we are working toward realizing a decarbonization and a resource-circulating society through our long-term environmental goal LION Eco Challenge 2050 and our highest priority sustainability issues for 2030, Promoting Environmental Initiatives for a Sustainable Planet.

Lion’s Commitment to the Environment

In line with the corporate slogan, “life.love.” we have written “Lion and the Environment” to encapsulate our commitment to the environment, expressing our aim of reducing the environmental burden not only through our business activities, but through our products as well, while making every day brighter for each individual.

Lion and the Environment

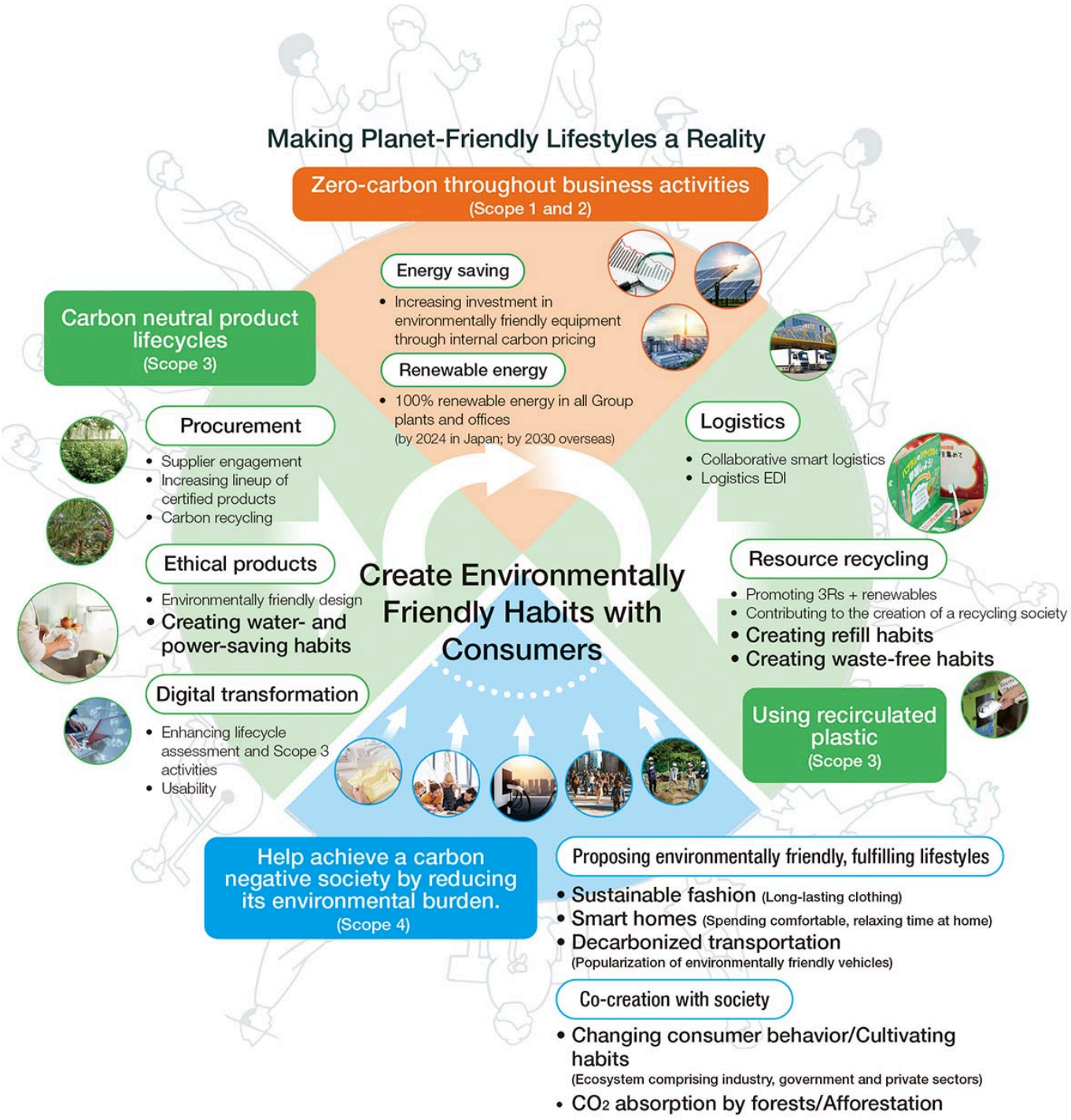
Making daily life more pleasant should also mean caring for the environment.
Each everyday activity can do good things for our planet.
That’s Lion’s eco-philosophy. It’s why we make environment-friendly products that fit right into your lifestyle.
For example, we use renewable plant-derived carbon-neutral ingredients.
And we help you conserve water resources with our water-saving products while protecting the water environment.
So, day by day, without even thinking about it, you help keep our planet healthy.
It’s an eco-lifestyle for everyday life.
That’s Lion's promise to you and the Earth.

> “Every Day. For the Earth” pamphlet [Japanese] PDF (5.28MB)

LION Eco Challenge 2050 Long-Term Environmental Objectives

In 2019, the Company 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). Since then we have continued to strive to address challenges related to decarbonization, plastics and water resources. 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.



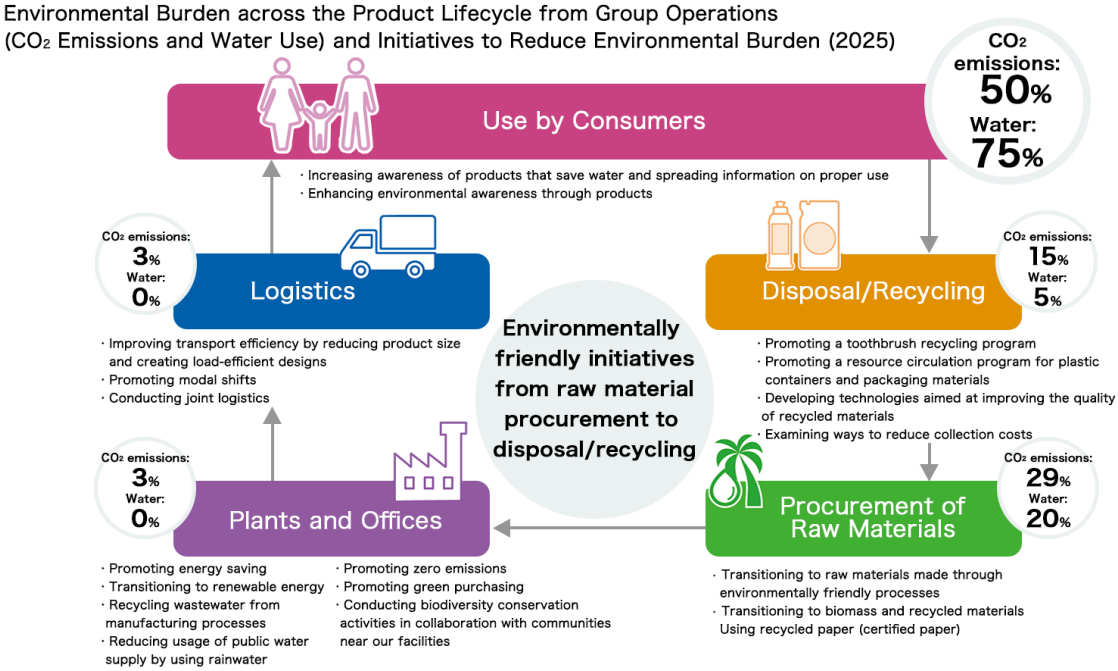


Toward 2030, we will contribute to the realization of a decarbonized and resource-circulating society by setting objectives and indicators for decarbonization, plastics, and water, and by advancing related initiatives.

Initiatives for Reducing the Environmental Burden

As part of its responsibility as a producer, the Lion Group is working to achieve decarbonization and to solve plastic and water resource issues at every stage of the product life cycle, from the procurement of raw materials to use by consumers, disposal and recycling. As laundry and other housework requires electricity and water, CO_2 emissions and water usage are at their highest at the stage when consumers use our products. Going forward, we will work to reduce the environmental burden of our products at this stage through the provision of environmentally friendly products and services and the creation of environmentally friendly habits for consumers.

Environmental Burden across the Product Lifecycle from Group Operations
(CO_2 Emissions and Water Use) and Initiatives to Reduce Environmental Burden (2025)



Environmental Policy / Management

Environmental Policy Environmental Management System
Environmental Management Structure Legal Compliance

Environmental Policy

The Lion Group's Environmental Policy adheres to the spirit of the Lion Group Charter for Corporate Behavior, which states: "We shall play a positive and active role in creating a sustainable society that harmonizes economic development and environmental protection."

Environmental Management System

The purpose of the Lion Group's Environmental Management System is to identify, evaluate and remedy the adverse environmental impacts of our business activities, products and services, and to improve our environmental conservation activities on an ongoing basis.

We strive to enhance systems for environmental management and reporting with the aim of addressing environmental issues globally. Environmental data on the Lion Group is available on our website.

› Environmental Data

Status of ISO 14001 Certification

Lion acquired ISO 14001* certification covering its production sites in July 2001 and has maintained this certification since. Including the plants of Group companies in and outside Japan, the Lion Group continues to push ahead with its management systems and environmental conservation activities in accordance with ISO 14001.


Certificate of Registration

LION CORPORATION
PRODUCTION AND LOGISTICS HEADQUARTERS
(except for Administration Department, East-area Logistics Management Department, West-area Logistics Management Department)
CHIBA PLANT, ODAWARA PLANT, OSAKA PLANT & AKASHI PLANT

This is to certify that the above organization's Environmental Management System conforms to Requirements of the following standard within the scope described in attached Appendix, and is registered by the JMAQA REGISTRATION CENTER as the result of the assessment.

Applicable Standard : JIS Q 14001:2015(ISO 14001:2015)
Registration No. : JMAQA-E217
Registration Date : 26 July 2001
Registration Expiry Date : 25 July 2028
Registration Revised Date : 23 June 2025

JAPAN MANAGEMENT ASSOCIATION QA REGISTRATION CENTER
Senior Executive Management
Masami Nakamura

3-1-22 Shiba-Koen Minato-ku Tokyo 105-8522,Japan

Appendix to Certificate of Registration

Appendix No. : JMAQA-E217-1 Registration No. : JMAQA-E217

LION CORPORATION
PRODUCTION AND LOGISTICS HEADQUARTERS
(except for Administration Department, East-area Logistics Management Department, West-area Logistics Management Department)
CHIBA PLANT, ODAWARA PLANT, OSAKA PLANT & AKASHI PLANT
1-3-28, Kuramae, Taito-ku, Tokyo, Japan

Registration Scope:
Production of Laundry Detergents, Tooth-Pastes, Tooth-Brushes, Cosmetics, Pharmaceutical Products and Chemical Products

<The following sites are included.>
Production of Laundry Detergents, Tooth-Pastes, Tooth-Brushes, Cosmetics, Pharmaceutical Products and Chemical Products
PRODUCTION AND LOGISTICS HEADQUARTERS
(except for Administration Department, East-area Logistics Management Department, West-area Logistics Management Department)
1-3-28, Kuramae, Taito-ku, Tokyo, Japan

Production of Laundry Detergents and Chemical Products
CHIBA PLANT: 7-4-13, Yawatakaigandori, Ichihara-shi, Chiba, Japan

Production of Tooth-Pastes, Cosmetics and Pharmaceutical Products
ODAWARA PLANT: 100, Tajima, Odawara-shi, Kanagawa, Japan

Production of Laundry Detergents and Chemical Products
OSAKA PLANT: 2-13, Chikkoshinmachi, Nishi-ku, Sakai-shi, Osaka, Japan

Production of Tooth-Pastes and Tooth-Brushes
AKASHI PLANT: 800, Uozumichonishioka, Akashi-shi, Hyogo, Japan

Registration Revised Date : 23 June 2025

3-1-22 Shiba-Koen Minato-ku Tokyo 105-8522,Japan

ISO 14001 Certificate of Registration

* ISO 14001: An international standard for environmental management

› Lion Group ISO 14001 certifications

Environmental Management Structure

To grow our businesses while reducing our impacts on the global environment, the E Subcommittee, chaired by the executive officer in charge of sustainability promotion, was established under the Sustainability Promotion Council. The subcommittee's membership includes executive officers responsible for ensuring sustainability and representatives of related divisions. The council deliberates on sustainability policies, including those dealing with environmental problems, and monitors the progress of related efforts.

Top Environmental Audits

Lion's top management has been carrying out environmental audits of Lion and domestic Group production sites since 1999. Since 2009, we have formulated audit plans based on the characteristics of each plant and carried out regular audits every three years. In 2025, the Oleochemicals Division of Lion Chemical Corporation and the Odawara Plant underwent environmental audits under the supervision of the director in charge of the Sustainability.

Top environmental audits



Oleochemical Division



Odawara Plant

Internal Environmental Audits

Trained internal environmental auditors regularly conduct internal environmental audits to check compliance with the requirements of ISO 14001. The relevant departments then take responsibility for implementing improvements regarding any issues thus identified. In addition, the general managers of offices and plants conduct management reviews to confirm that organizational management systems are constantly being improved to be more apt, fair and effective.

Legal Compliance

Lion ensures compliance with environmental laws and regulations. In addition, we carry out management based on proprietary management standards.

Proper Waste Disposal

For waste disposal, a waste disposal officer at each operating site commissions waste disposal contractors based on contractor selection standards laid out in Lion's waste management regulations. We also perform regular on-site inspections of waste disposal contractors' facilities to determine whether we should continue to commission them.

Proper PCB Waste Storage and Disposal

Polychlorinated biphenyl (PCB) was once widely used as an insulating oil in electrical equipment for its excellent fire resistance and electrical insulation properties, but its manufacture and import are now prohibited by law. Lion had been strictly storing and disposing of PCB-containing equipment in its possession in compliance with the Act on Special Measures concerning Promotion of Appropriate Handling of PCB Wastes until disposal could be outsourced. The disposal was completed in 2022.

Wastewater Management

We manage ordinary wastewater to ensure that we do not emit wastewater that violates legal or regulatory water quality standards through such means as enhancing the stability of wastewater treatment facilities, maintaining and reinforcing treatment control, and carrying out emergency drills. Furthermore, operating sites form agreements with individual municipalities and establish and enforce voluntary standards to ensure thorough wastewater management.

Proper Management of Fluorocarbons

Identifying the facilities covered by the Fluorocarbon Emissions Control Act, doing simple and periodic inspections, keeping records, and calculating the amount of leakage are all part of Lion’s response to the legislation. No operating sites in fiscal 2025 had fluorocarbon leaks that required notification. We will keep working to prevent leaks and encourage the introduction of non-fluorocarbon and low Global Warming Potential (GWP) equipment when updating facilities.

Responding to Legal and Regulatory Changes Related to the Environment

With regard to revisions of environmental laws and regulations, namely, the Act on the Rational Use of Energy, the Act on Promotion of Global Warming Countermeasures, the Act on Confirmation, etc. of Released Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof, the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc., the Waste Disposal and Public Cleansing Act and the Soil Contamination Countermeasures Act and the Fluorocarbon Emissions Control Act, information is collected from administrative agencies and industrial associations to ensure that related departments are up to date on and fully compliant with the latest developments.

There were no violations resulting in fines or other penalties in 2025.

Realizing a Decarbonized Society

Approach

Since the Industrial Revolution, rising emissions of CO_2 and other greenhouse gases (GHGs) have contributed to global warming. The impact of global warming-driven climate change on people and ecosystems is expected to become increasingly severe, coming in such forms as more frequent heavy rains, flooding and other natural disasters, dwindling food and water resources, extreme heat, and outbreaks of infectious disease.

The Lion Group conducts businesses that utilize natural resources, such as oil palm and pulp and paper, and therefore recognizes global warming as major risk to its operations.

The Paris Agreement, aimed at mitigating climate change and transitioning to a decarbonized society, came into effect in 2016. The agreement includes the shared global long-term targets of limiting the average global temperature increase to well below 2°C (the “well below 2°C target”) and of pursuing efforts to limit the increase to 1.5°C. In support of the targets of the Paris Agreement, in June 2019, Lion set the long-term CO_2 emissions reduction targets of a 30% reduction by 2030 compared with 2017 and net zero by 2050. In 2020, one of Lion’s targets was validated by the Science Based Targets (SBT) initiative as being aligned with the well below 2°C target.

Furthermore, in May 2019, Lion endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In May 2021, the LION Group took into consideration such social trends as the Japanese government’s increase in its 2030 greenhouse gas emission reduction target from 26% to 46% (compared to 2013). Based on this, to help realize the common global goal of limiting the temperature increase from pre-industrial times to within 1.5°C, we raised the 2030 CO_2 reduction target under the LION Eco Challenge 2050 for business site activities from 30% to 55% (compared to 2017).

To speed up the achievement of this goal, we also decided to switch the sourcing of all of the Group’s purchased electricity to renewable energy sources by 2030. Furthermore, to facilitate capital expenditure on decarbonization, we introduced the Internal Carbon Pricing (ICP) system, which virtually converts CO_2 emissions into costs based on our own criteria, thus securing a reference for environmental investment decisions.

Based on its Environmental Policy and the LION Eco Challenge 2050, the Lion Group strives to reduce GHG emissions in its business activities and to contribute to decarbonization by providing environmentally friendly products and services in addition to promoting eco-friendly habit creation together with consumers. Through such efforts, we will contribute to the mitigation of climate change.

- Strengthening Strategic Investment and Governance, Accelerating Low-Carbon Investment and Decision-Making by Raising the ICP Price (Lion Integrated Report 2026 P33)
- Promoting Environmentally Friendly Habits with Consumers (Lion Integrated Report 2026 P34)

Overview

The Lion group is working to reduce GHG emissions at all stages, from raw material procurement to consumer disposal. We will continue to promote efforts toward the realization of a Decarbonized Society.

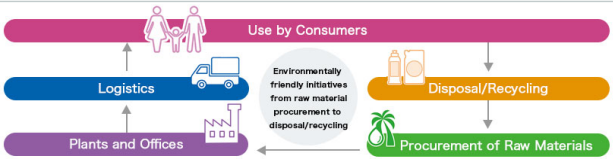
Activities Aimed at Realizing a Decarbonized Society

	Procurement of Raw Materials, Packaging and Containers	Major Initiatives Undertaken by Lion	Use by Consumers	Disposal by Consumers
Activities for Realizing a Decarbonized Society	• Substituting plant-based materials and plant-derived container materials for petroleum resources Related Information	Plants • Improving energy efficiency by reviewing production processes, introducing energy-saving equipment when upgrading facilities, and downsizing products Related Information Office/Facilities • Energy-saving activities throughout the Company, including administrative, sales, R&D and engineering divisions Related Information • Purchasing renewable energy Related Information Distribution after shipment • Increasing modal shifts during the transportation of products Related Information • Company-wide energy conservation activities (introduction of electric vehicles, etc.) in administrative, sales, research, technology development and other divisions Related Information	• Increasing environmental awareness through products (environmental labels on products that meet the Lion eco-standard) Related Information • Reducing power consumption during product use with power-saving products (requiring fewer rinses when washing) Related Information	• Substituting plant-derived materials for petroleum resources • Promotion of 3Rs (making products more compact, refill packs, development of containers made using recycled or less plastic) Related Information

Initiatives



Reducing CO_2 Emissions throughout Business Activities



Reducing CO_2 Emissions throughout the Life Cycle of Products

Reducing CO_2 Emissions Throughout Business Activities

Promotion of Energy Conservation Activities | Utilizing Renewable Energy | Carbon Offsetting

Promotion of Energy Conservation Activities

In 2021, the Lion Group raised the target of reducing CO_2 emissions from its business activities from a 30% reduction (compared to 2017) to a 55% reduction by 2030 (compared with 2017). As the first part of efforts to achieve our CO_2 emissions reduction target, we are implementing thoroughgoing energy-saving activities at our various plants, offices and other facilities in Japan and overseas to increase energy efficiency.
Among these, production divisions consume higher amounts of energy, but are aiming to reduce CO_2 emissions by 1% or more per unit of production every year through energy-saving activities such as improving productivity and adopting high-efficiency equipment while working to reduce energy loss from utilities in such forms as steam and pressurized air and by recovering heat to save energy. In addition, our offices have set up power-saving projects as they strive to save energy.

When constructing new buildings, such as plants and employee facility buildings, we strive to implement energy-efficient facility design to reduce energy consumption. In the future, once we have gained a comprehensive understanding of the energy consumption status of all plants, we will discover more ways to conserve energy and achieve further energy savings. Going forward, we will continue to advance measures to further reduce CO_2 emissions.



Lion Chemical Co., Ltd.
New welfare building at the Oleochemical Plant (Sakaide)



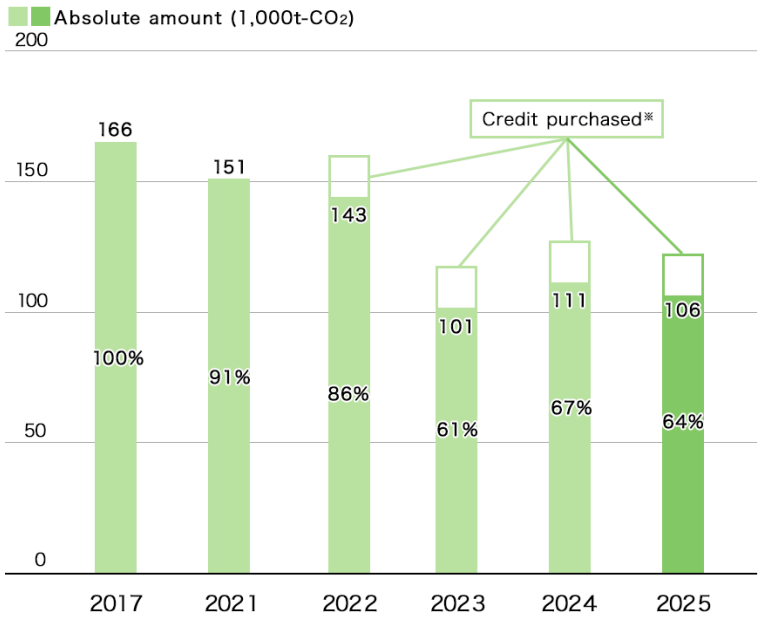
Energy efficiency label at the new LCCOC employee facility building

Introduction of Internal Carbon Pricing (ICP) system

In 2022, the Group introduced the ICP system in Japan* to promote the reduction of CO_2 emissions. Initially, the carbon price for ICP was set at 6,100 yen/t-CO_2, but in May 2025, the price applied to capital investment was raised to 13,300 yen/t-CO_2, taking into account the external carbon price. This will accelerate the introduction of equipment that saves energy and emits less CO_2.

* Lion News Release [Japanese]

CO_2 Emissions in Business Activities (Domestic and Overseas)



* Excludes carbon credit purchases. Including these, the amount was 159 thousand tons and 96% in 2022, 117 thousand tons and 71% in 2023, the amount was 126 thousand tons, 76% in 2024 and 121 thousand tons and 73% in 2025.

› ESG Data

Utilizing Renewable Energy

The Lion Group is committed to implementing thorough energy-saving activities but does not expect these to be sufficient to meet its CO_2 emission reduction targets. To make up the difference, it will be necessary to utilize renewable energy by such means as installing facilities to generate solar power for in-house use and switching to purchasing electricity from renewable sources.

Introduction of Solar Power Generation Systems for In-House Consumption

We have already installed facilities to generate solar power for in-house use at the Hirai Office Site. In 2021, we additionally installed such facilities at Lion Chemical Co., Ltd. Overseas, in the same year, a new solar power generation facility was installed and began operation in the building of the new drying tower added to LCT. In 2024, new solar power generation facilities were installed at LCK and SL. We intend to further increase the amount of solar power generated and increase renewable electricity procurement.





Solar power generation facility at the Hirai Research Center





Solar power generation facility at Lion Chemical Co., Ltd.



Exterior view of the new drying tower building at LCT



Exterior view of the SL warehouse

Switching to Renewables for Purchased Electricity

Lion has changed over its power contracts to power companies that supply 100% renewable energy sources. As a result, all domestic plants have been using renewable energy since January 2023 as has our headquarters (Kuramae, Taito Ward) since April 2023 (partially using J-Credit).

We began by utilizing renewable energy and green power certificates at our domestic offices, and were able to eventually realize our goal of converting all our offices' electricity consumption to that from renewable sources in May 2023. In addition, at Lion's overseas operating sites, we are gradually advancing the switch to renewable energy and aim to purchase 100% renewable energy across all of Lion's operating sites by 2030. Specific efforts include utilizing m-REC (Malaysia Renewable Energy Certificates) at Southern Lion Sdn. Bhd. (Malaysia) and GEC (Green Electricity Certificates) at Lion Daily Necessities Chemicals (Qingdao) Co. Ltd.

Carbon Offsetting

Lion Corporation (Thailand) Ltd. purchased T-VER* credits (derived from biomass power generation) to offset the CO_2 from its electricity purchases for 2024 and continued the practice in 2025.

* T-VER is a carbon credit system operated by a Thai public organization.

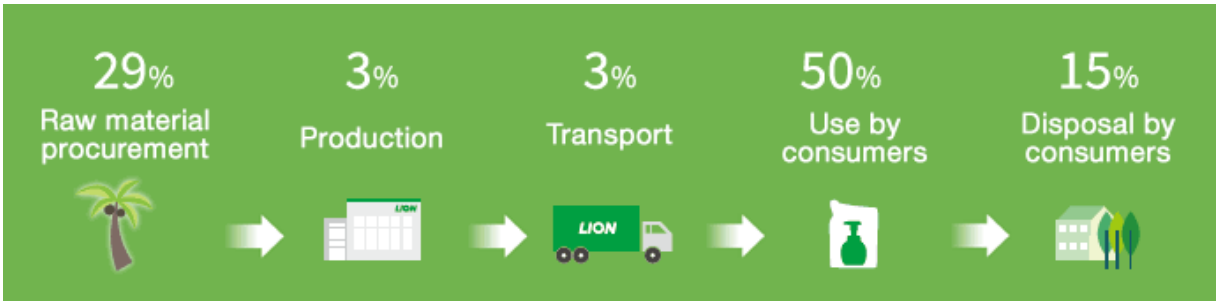
Reducing CO_2 Emissions Throughout Product Life Cycles

CO_2 Emissions Throughout Product Life Cycles
CO_2 Emission Reduction Initiatives

CO_2 Emissions Throughout Product Life Cycles

The Lion Group is working to reduce CO_2 emissions throughout product lifecycles in line with LION Eco Challenge 2050, a set of long-term environmental objectives formulated in 2019 with the goal of realizing environmental sustainability.
Since 2013, Lion has been calculating CO_2 emissions across its entire supply chain, tracking emissions throughout product lifecycles—from raw material procurement to production, transport, use and disposal. Total CO_2 emissions throughout the lifecycles of Lion's products in 2025 was approximately 3,789 thousand metric tons.

Breakdown of CO_2 emissions over the lifecycles of Lion Products*



* Scope: Lion and consolidated domestic and overseas Group companies, January – December 2025

CO_2 Emission Reduction Initiatives

Reducing CO_2 Emissions from Consumer Product Use

At 50% the point in the product lifecycle that accounts for the largest portion of CO_2 emissions is the consumption stage. This is because many of our products are used in conjunction with hot water, which itself is produced using CO_2 emissions generating energy sources like electricity, gas or kerosene. Moreover, simply securing a water supply (intake, purification and pumping) consumes electricity as does post consumption wastewater treatment.

The Lion Group will continue to work with consumers to reduce CO_2 emissions throughout product lifecycles by providing environmentally friendly products and services that help save water and promoting the formation of environmentally friendly habits.

Reducing Water Use

Transport Initiatives

Lion works to reduce CO_2 emissions and energy consumption intensity through the following efforts.

- Using larger transport trucks
- Improving the transport loading rate
- Expanding direct shipping from plants to shorten transport distances
- Promoting modal shifts from trucking to transport by rail or ship

Lion's overall modal shift rate in 2025 increased year on year. The modal shift rate for intra-company transport was 9.6% (compared with 9.2% in 2024). Annual CO_2 emissions from logistics came to 17,046 tons, down 10.2% year on year. Energy consumption intensity decreased 9.3% compared with the previous year, for a five-year average annual decrease of 5.3%, achieving Lion's target of an average annual reduction of 1% or more. We will continue efforts in these areas going forward.

Eco Rail Mark Certification

The Eco Rail Mark system was created by the Ministry of Land, Infrastructure and Transport to certify companies and products that use rail freight transport for a certain portion of product shipment. Because distribution processes are typically opaque to consumers, the Eco Rail Mark is a useful means for companies to indicate that they use or their products are shipped using environmentally friendly rail freight transport.
Lion's Eco Rail Mark certification was renewed in 2025. The certified Lion products are listed in the Eco Rail Mark pamphlet published by the Railway Freight Association and introduced on the website of the Ministry of Land, Infrastructure, Transport and Tourism.

The following four products are certified (as of June 2026).

1. *Between Toothbrush*
2. *CLINICA ADVANTAGE Toothbrush*
3. *CLINICA PRO Toothpaste*
4. *NONIO Toothbrush*

Expanding Multi-Shipper Consolidation Transportation through the Standardization of Transportation Modules

Addressing such social issues as the logistics "2024 problem" and the need for sustainability, we established a multi-shipper mixed transport model employing shipping trailers using standardized transport modules. More efficient than the previous system, in which individual companies handled cargo transport independently, in this model, multiple companies coordinate schedules and cargo volumes so that shipments cannot only be consolidated but round-trip transportation using multiple shippers across industries is possible.
The overall effect of this initiative was a reduction of 31.2 tons of CO_2 per year (19.0% reduction), a reduction of 250 hours per year (15.4% reduction) in the number of driver hours, and a reduction of 39 vehicles per year (28.9% reduction).
As a result of these pioneering efforts, Lion and the other companies jointly received their third consecutive commendation, being recognized with the top MLIT Minister's Award for Green Logistics Partnership in the FY2024 Excellent Logistics Partnership Commendation Program.

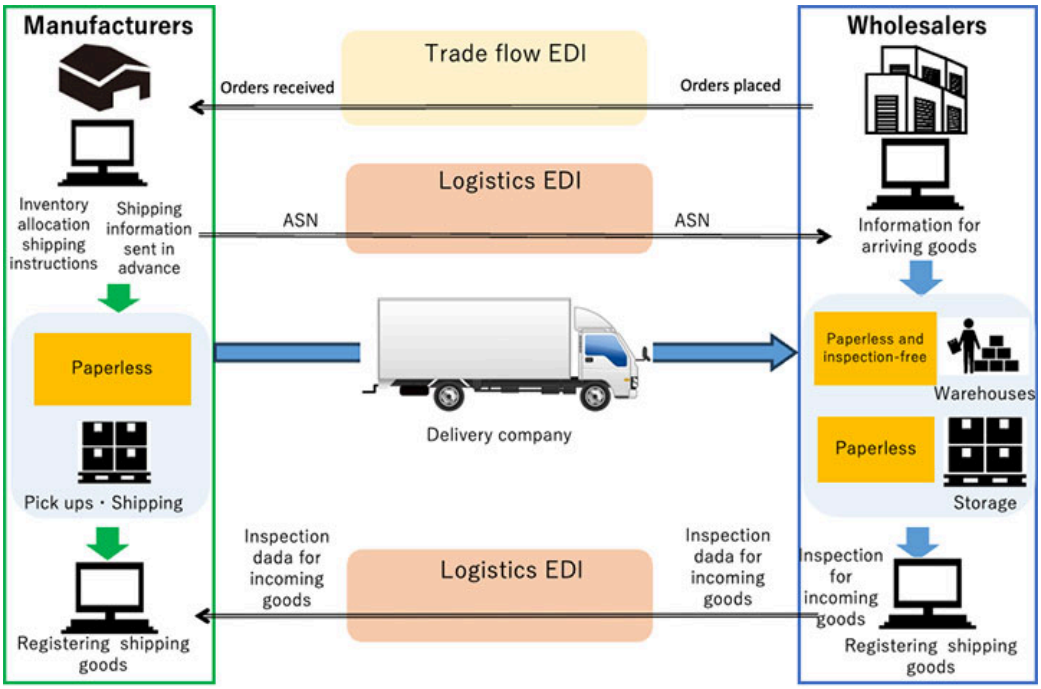
Utilizing Logistics EDI,* an Industry Logistics Information Infrastructure Tool to Reform Logistics in the Household Consumer Product Industry

The logistics "2024 problem," necessitated the logistics efficiency of the entire household consumer product industry to be improved, particularly because there are limits to what can be achieved through individual company efforts. With the aim of achieving paperless, inspection-free, and efficient warehousing and shipping operations, we implemented advance shipping information (ASN). In doing so, we took on a leading role in the industry as a whole by proposing concepts and refining implementation models through participation in demonstration experiments within the Working Group for Standardization of Household Consumer Product Logistics. Thanks to the prior introduction of ASN transmission and shipping receipt-less systems and the strengthening of cooperation with a major wholesaler, we were able to reduce outbound clerical work by 30% and inbound field work by 50%, resulting in an industry-leading model for

supply chain optimization in the industry as a whole, particularly from the perspective of improving the labor environment and the SDGs. For this reason, Lion received the top prize at the Supply Chain Innovation Awards 2024, sponsored by the Ministry of Economy, Trade and Industry (METI) and the Manufacturing, Distribution, and Sales Cooperation Council.

* Electronic Data Interchange.

Reducing CO_2Emissions Throughout Business Activities



Realizing a Resource-Circulating Society

Approach

The Lion Group recognizes global environmental issues, such as plastic pollution and water scarcity, as significant risks that could impact the sustainable growth of its business. By addressing these issues, the Group is strategically advancing initiatives that contribute to the realization of a resource-recycling society and is promoting various activities aimed at simultaneously reducing environmental impact and enhancing corporate value over the medium to long term.

Addressing Plastic-Related Problems

While plastic is a convenient and versatile material, its excessive use and improper disposal are closely linked to various environmental issues, including global warming, which it contributes to through CO_2 emissions generated throughout its entire life cycle. In addition, plastic debris has a lasting impact on marine ecosystems.

As a company that manufactures and sells plastic products, the Group recognizes that it bears a significant responsibility. To address this issue, we have established the "Lion Group Plastics Environmental Declaration" and set goals aimed at realizing a resource-recycling society both in Japan and overseas. Based on these goals, we are continuously working to reduce, reuse, recycle and recover plastics.

Water Conservation Initiatives

Water is one of the most important resources for sustaining life. In Japan, there are also concerns about the increasing risk of drought due to the effects of global warming and water supply risk due to aging water and sewage infrastructure.*

Given these circumstances, the Group is advancing initiatives that prioritize reducing water consumption throughout the entire product life cycle. In addition to reducing water consumption through our business activities, we aim to fulfill our corporate responsibility by proposing and providing products that help consumers reduce their water usage even as they adopt new lifestyle habits. Since 2010, we have been selling *TOP NANOX* (now *NANOX one*, *NANOX for Washing Machines with Automatic Detergent Dispensers*), a highly concentrated liquid laundry detergent that washes away easily and only requires a single rinse cycle. In addition, from 2020, our entire lineup of liquid laundry detergents can be used in single-rinse washing. Moreover, we introduced *Acron Smart Care* in February 2023, a liquid detergent that eliminates the rinse stage, as part of our efforts to further reduce water usage. Going forward, the Group will continue to undertake initiatives that contribute to the conservation of water resources and help realize a sustainable society.

* White Paper on Water Cycle FY2024 published by the Headquarters for Water Cycle Policy [Japanese]

Overview

The Lion Group promotes the recycling and effective use of plastic, water and other resources at all stages from raw material procurement to disposal by consumers. We will continue to promote initiatives to realize a resource-circulating society.

Activities for Realizing a Resource-Circulating Society

	Procurement of Raw Materials, Packaging and Containers	Major Initiatives Undertaken by Lion	Use by Consumers	Disposal by Consumers
Activities for Realizing a Resource-Circulating Society	• Using plant-derived materials → Related Information • Using biomass or recycled materials → Related Information	Plants • Promoting zero emissions from plants → Related Information • Reducing water consumption by recycling wastewater from production processes and utilizing rainwater → Related Information Offices/Facilities • Promoting Company-wide green purchasing → Related Information	• Increasing environmental awareness through products (environmental labels on products that meet the Lion eco-standard) → Related Information • Reducing water usage during product use with water-saving products (requiring fewer rinses when washing) → Related Information	• Promotion of 3Rs and Renewable Materials (making products more compact, refill packs, development of containers made using recycled or less plastic) → Related Information • Promoting the Toothbrush Recycling Program → Related Information • Promoting the recycling of products and plastic packages → Related Information

Initiatives



Using Sustainable Plastic Resources



Reducing Water Usage Over the Lifecycle of Lion Products

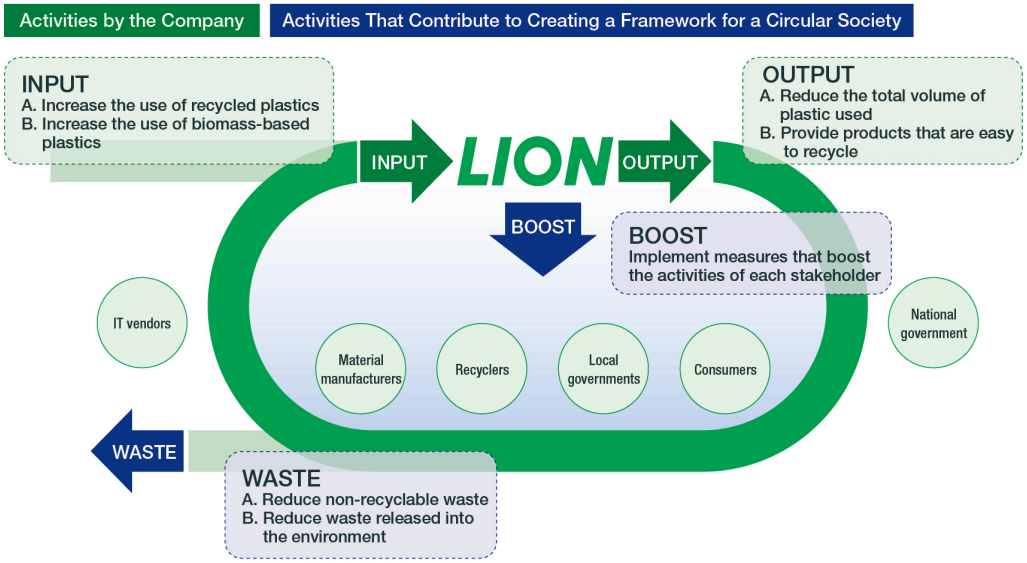
Using Sustainable Plastic Resources

- Encouraging the Realization of a Resource-Circulating Society
- Materials Used in the Lion Group's Operations (INPUT)
- Products and Waste Generated by the Lion Group's Operations (OUTPUT)
- Reduction of Waste Emitted into the Environment (WASTE)
- Support for the Activities of Our Stakeholders (BOOST)
- Reducing Waste

Encouraging the Realization of a Resource-Circulating Society

The Lion Group regards resource circulation as a continuous cycle—encompassing materials sourcing, product manufacture, post-sale use and collaborative recycling activities—and is building systems to foster connections with our stakeholders. Our product manufacturing incorporates recycled and biomass-based plastics while reducing resource consumption and promoting reuse through measures such as the introduction of concentrated formulations, lighter weight goods and refillable packaging. After use, we collaborate with consumers, local governments, businesses, recyclers and materials manufacturers to promote the collection and recycling of refill packs and toothbrushes.

We have divided our activities aimed at realizing a resource-circulating society into four categories, namely, input and output (encompassing business activities with direct impacts) and waste and boost (which are collaborative activities with stakeholders that contribute to the circulation of resources). We formulate and implement measures in line with these categories.



Materials Used in the Lion Group's Operations (INPUT)

Expanding the Use of Recycled Plastics

Lion proactively uses recycled plastic in its products and packaging to reduce its dependence on petrochemical-derived materials. Our liquid laundry detergent bottles and toothbrush blister packs are made with plastic recycled from disposable beverage bottles (PET bottles) and other sources.



Containers and Packaging Using Recycled Materials (Domestic)

Material	Category	Product name	Part of Product
Polyethylene Terephthalate (PET) PCR*1	Laundry detergent	*NANOX one*	Main bottle
		TOP Clear Liquid Kaori Tsuzuku (Long-Lasting Fragrance) TOP Sweet Harmony	Refill pack
	Hair care	*MEGAMIS Shampoo, MEGAMIS Treatment*	Refill pack
Polyethylene (PE) PCR*1	Fabric softener	*SOFLAN Aroma Rich SOFLAN Premium Deodorizing Fabric Softener*	Main bottle

*1 Post-Consumer Recycling: The collecting and reprocessing of materials already used and discarded by end-consumers and reusing them to create new products

*2 Partially incorporated

Recycled Material Usage at Overseas Group Companies

Overseas Group companies are also expanding the use of recycled plastics in products and packaging. Lion Corporation (Korea) (“LCK”) uses recycled plastics for the main bottle of “Ai-Kekute*”

* “Ai-Kekute” (literally, Oh! Clean!) is a hand soap brand marketed by LCK.



Containers and Packaging Using Recycled Materials (Overseas)

Country	Material	Category	Product name	Part of product
Korea	Polyethylene (PE) PCR*1	Hand soap	*Ai-Kekute**2	Main bottle
Thailand	Polyethylene Terephthalate (PET) PCR<*1	Toothbrush	*Systema**2 *SALZ**2 *KODOMO**2	Blister dome packaging

*1 Post-Consumer Recycling: The collecting and reprocessing of materials already used and discarded by end-consumers and reusing them to create new products

*2 Partially incorporated

Expanding the Use of Biomass Plastics (Plant-Based Materials)

The Lion Group actively promotes the use of plant-based materials in its products and packaging. By using renewable resources, we are reducing our dependence on fossil materials and contributing to the realization of a sustainable society. Furthermore, by reusing post-consumer bioplastics as an energy source, we are able to reduce waste and revitalize local economies, while contributing to realizing carbon neutrality.



Products made from biomass-based plastics

Containers and Packaging Using Plant-Derived Materials

Material	Category	Product name	Part of Product
Polyethylene Terephthalate (PET)	Laundry detergent	*NANOX one*	Main Bottle
	Body soap	*hadakara Moist Body Care Soap Liquid Type*	
	Dental rinses	*NONIO Mouthwash* *NONIO Plus Whitening Dental Rinse* *CLINICA Quick Wash* *CLINICA ADVANTAGE Dental Rinse* *CLINICA Kid's Dental Rinse* *CLINICA Jr. Dental Rinse* *CLINICA Fluoride Medical Coating* *Systema EX Dental Rinse* *SYSTEMA Haguki (the Gums) Plus Premium Dental Rinse* *SYSTEMA Haguki (the Gums) Plus Dental Rinse* *OCH-TUNE Mouthwash etc.*	
Polyethylene (PE)	Laundry detergent	*NANOX for Washing Machines with Automatic Detergent Dispensers*	Refill pack
	Hand soaps	*KireiKirei Medicated Hand Conditioning Soap*＊	
		Pocket Size KireiKirei Medicated Foaming Hand Soap	Outer packaging
	Hand sanitizer	*KireiKirei Medicated Hand Sanitizing Gel Plus*	
	Antiperspirants and deodorants	*Ban Sweat-Blocking Platinum Roll-On, Ban Sweat-Blocking Stick Premium*	

＊ Partially incorporated

Products that meet the Japan Organics Recycling Association's requirements for certification are allowed to carry the Biomass Mark. For details, please visit the website of the Japan Organics Recycling Association [Japanese].

List of Lion's certified biomass products (The Japan Organics Recycling Association) [Japanese]

Products and Waste Generated by the Lion Group's Operations (OUTPUT)

Reducing Plastic Usage

Reuse



The main containers for the Lion Group's products can be refilled and reused. We also recommend the use of refill packs as they are constructed from film and are thus produced using comparatively less material than conventional product bottles. For laundry products like detergent, the production of a refill pack uses one-fourth* the volume of material used in making a product bottle. Furthermore, refill packs take up less space after use, so help reduce the volume of household waste. In recent years, we have expanded the categories covered to include products like mouthwash. In these ways, we are reducing the amount of plastic we use.

* Japan Soap and Detergent Association survey

Reduce



We evaluate the environmental impact of our products and packaging based on "The Lion Eco-Standard", our proprietary criteria established from a life cycle assessment perspective. We are reducing plastic usage by making the containers for such products as laundry detergents, fabric softeners and dishwashing detergents more compact, achieving streamlined and lightweight designs through advanced design technology.

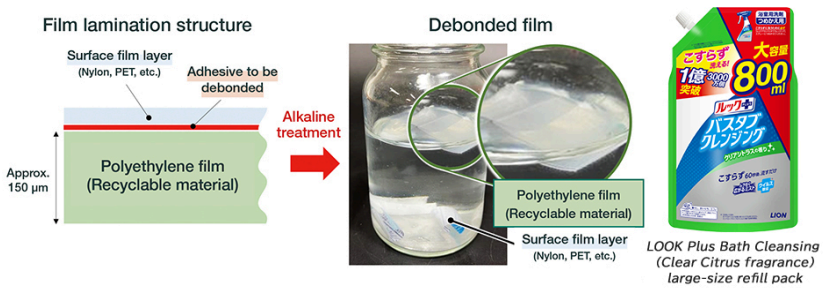
› Click here for details on the Group's container and packaging material usage

Providing Easy-to-Recycle Products

The Lion Group believes that improving the recyclability of its products will aid in reducing recycling costs and ensuring the creation of high-quality recycled materials. Based on this belief, we are proactively developing technologies aimed at creating products and packaging that are easier to recycle.

Commercializing Refillable Film Containers with Improved Recyclability

Many refill packs—widely used for such products as detergent—are made of composite materials consisting of multiple layers of plastic film laminated together. This makes them difficult to recycle, so most of them are incinerated. To address this, Lion collaborated with TOYO INK CO., LTD. to create peelable recycling technology that improves the recyclability of these types of refill packs. As a result, in November 2024, we launched a limited-edition run of LOOK Plus Bath Cleansing (Clear Citrus fragrance) in a large-size refill pack created using this new technology. We expect to see recycling progress alongside technologies like this that enable composite materials to be separated into individual substances with high levels of purity.



After subjecting an interlayer adhesive of a nylon/PET composite film structure to an alkaline treatment, a single-material film is recovered and utilized as recyclable material.

Reduction of Waste Emitted into the Environment (WASTE)

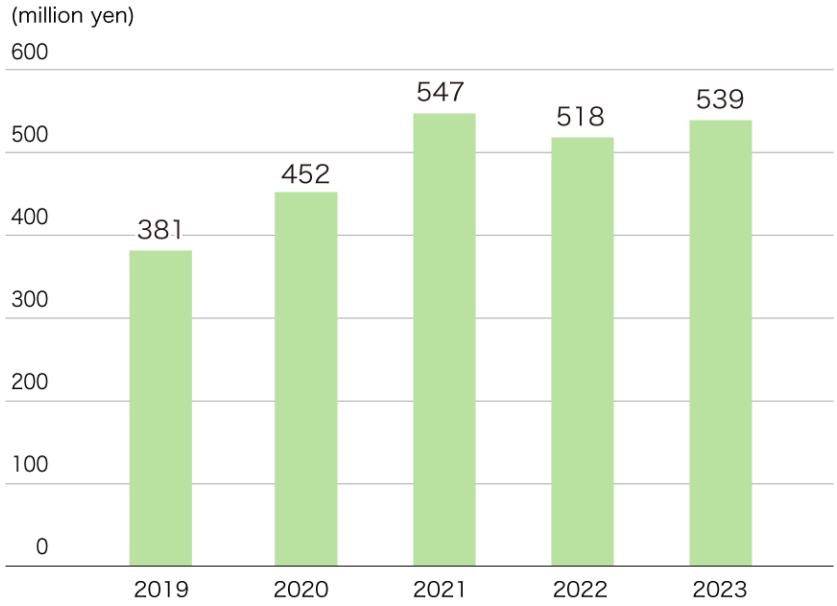
The Group is committed to ensuring that the products it offers are recycled in an appropriate manner after use and is actively engaged in various initiatives to establish an advanced recycling system throughout society.

Recycle

Being a specified business entity operating under the Containers and Packaging Recycling System, we contribute recycling operation contract fees. Commissions for remanufacturing in fiscal 2023 amounted to ¥539 million.

The Japan Containers and Packaging Recycling Association

Amount Contributed to The Japan Containers and Packaging Recycling Association (After payment)



* Total contracting fees for Lion Corporation, Lion pet Co., Ltd. and Lion Dental Products Co., Ltd. are settled and finalized in the year following the year of the contract. Because of this, cost announcements are made two years after incurrence.

Advanced Recycling Initiatives

Aiming to achieve a continuous cycle of plastic use in society, and to go beyond existing recycling infrastructures in order to realize higher quality recycling, Lion is conducting pilot testing for the recycling of used products and containers and packaging in cooperation with household product manufacturers, recyclers, retailers and local governments.

Main Activities

Recyclable items	Activity name	Area	Main partners
Toothbrushes	Toothbrush recycling	Over 1,600 locations nationwide	TerraCycle
	Joint municipal toothbrush recycling	Sumida-ku, Itabashi-ku, Taito-ku and Akashi-shi	Takaroku Corporation
	Toothbrush recycling at educational institutions	A number of private nursery schools in Saitama Prefecture	Saitama Private Kindergarten Federation Community Net Inc. Takaroku Corporation
Refill products	RecyCreation	Ito-Yokado's Hikifune Store Welcia Pharmacy stores (parts of Tokyo and Saitama Prefecture)	Kao Ito-Yokado Welcia Pharmacy Store Hamakyorex
	Kobe Plastic Next: Joining Forces to Recycle Refill Packs	116 stores in Kobe City	Kobe City NPOs Household product manufacturers Distributors 17 recycling companies
Bottles	Making New Bottles from Used Bottles Collaboration among consumers, local governments, and companies Bottle Recycling Project for Everyone	Tokyo	Unilever Japan Kao Corporation Veolia Japan G.K. digglue Inc.

As of March 27, 2026

Promoting Circulation of Plastic Container and Packaging Resources through Partnerships

Kao Corporation and Lion are reaching out beyond their corporate groups in an effort to recycle plastic refill containers and packaging (film packaging), aiming to realize a resource-circulating society.
To accelerate the adoption of recycling, building basic systems for resource collection and developing recycling technologies are indispensable. At the same time, it is necessary to change mindsets across society in cooperation with stakeholders, including consumers, with regard to, for example, sorting plastic packaging after product use.
We work together to raise awareness about the collection system, recycled materials, container design quality, uses for recycled materials and consumer participation. We have set up special collection boxes at the Ito-Yokado Hikifune store (Sumida-ku, Tokyo) and a number of Welcia Pharmacy locations (Tokyo and some parts of Saitama prefecture) to collect used refill packs. We request that those participating in this initiative follow the rules for collection.

Video on how to wash used refill packs [Japanese]



The process of recycling used refill packs in the RecyCreation initiative

These RecyCreation activities, along with related companies, have received the following commendations.

- News Release: Kao and Lion Awarded the New Selection Committee Chairman's Commendation in the Good Practices of Consumer-Oriented Management Awards [Japanse]
- News Release: Lion, Kao, Ito-Yokado, Welcia Pharmacy, and Hamakyorex Jointly Receive the Minister of Environment Award in the 6th Japan Open Innovation Prize [Japanese]

Demonstration of the Horizontal Recycling of Refill Packs

In May 2023, we launched a recycled plastic version of the XXL refill pack for Lion's TOP SUPER NANOX For Odors, a highly concentrated liquid laundry detergent. The materials used to create the refill pack consisted in part of recycled materials from used refill packs that had been collected. (Not available at this time.)

This packaging incorporated 9% recycled materials derived from factory waste and 1% derived from recycled consumer products. We are currently working to resolve the challenges associated with ongoing recruitment.

This refill pack has won the following awards together with Lion's collaborative partners:

President of Japan Packaging Institute Award, Japan Packaging Contest 2023, Japan Packaging Institute

48th (2024) Kinoshita Award, Research and Development Category, Japan Packaging Institute

2024 WorldStar Global Packaging Award, World Packaging Organisation





Toothbrush Recycling

As a toothbrush manufacturer, we implement the following initiatives to promote the collection and recycling of used toothbrushes:

- Toothbrush Recycling Program in collaboration with TerraCycle Japan
- Toothbrush recycling in cooperation with local governments
- Toothbrush recycling integrating collection with environmental and oral healthcare education

Through these initiatives, we aim to increase the number of toothbrushes collected and improve awareness in society that old toothbrushes can be a useful resource.

Toothbrush Recycling [Japanese]

Promotion of Measures to Support the Activities of Various Entities (BOOST)

The Group participates in various initiatives to realize a resource-circulating society, a goal it cannot achieve on its own.

Groups, Activities and Initiatives Encouraging the Realization of a Resource-Circulating Society

Name of Group or Organization	Title	Main Goal of Activities
Japan Clean Ocean Material Alliance	CLOMA	Resolving problems regarding plastic waste in the ocean
Circular Partners〔Japanese〕	CPs	Promoting collaboration of industry, government and academia to create a circular economy
Plastic Packaging Recycling Council〔Japanese〕	PPRC	Promoting recycling of plastic packaging by collaborating with residents and local governments
Ecosystem Society Agency〔Japanese〕	ESA	Working with local governments and businesses to generate social value

Unveiling “Platto Search,” an Example of an Environmentally Conscious Plan

We have published a development case for an environmentally conscious package precedent search system known as “Plastic and Search” that the Plastic Packaging Recycling Council manages.

Environmentally-Conscious Package Precedent Search System “Plastic and Search” [Japanese]

“Platto Search,” Our company’s page in 2025 [Japanese]

Reducing Waste

Zero Emissions from Operating Sites (Domestic)

Lion’s four domestic plants all achieved zero waste emissions[*1] in 2002. All of Lion’s operating sites,[*2] including research institutes and offices, achieved zero waste emissions in 2017.
Furthermore, all waste generated by our company is processed domestically, we do not export any waste overseas.

*1 Our definition：The waste recycling ratio is 99% or more, excluding recycling residues

*2 Chiba Plant, Odawara Plant, Osaka Plant, Akashi Plant, Hirai Office Site, Sapporo Office, Sendai Office, Headquarter, Nagoya Office, Osaka Office, Fukuoka Office, Lion Chemical Co., Ltd. Fine Chemical Production Site, Lion Chemical Co., Ltd. Oleochemical Production Site, Lion Specialty Chemicals Co., Ltd. Yokkaichi Plant, Lion Specialty Chemicals Co., Ltd. Ono Plant

› ESG Data Environment (Waste)

Waste Generation (Overseas)

We will continue to advance initiatives to reduce waste going forward.

› ESG Data Environment (Waste)

Information Regarding the Maintenance and Management Status of Industrial Waste Treatment Facilities

Maintenance and management information based on the Waste Management and Public Cleansing Law (Article 15-2-3, Paragraph 2) is made public.

Click here to see the maintenance and management status of Chiba Works.

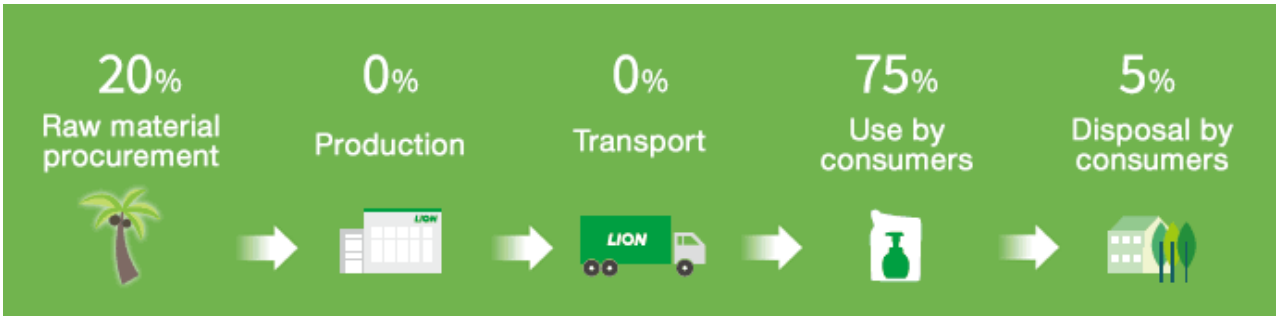
Reducing Water Use Over the Lifecycles of Lion Products

Water Usage Over the Lifecycles of Lion Products Initiatives to Reduce Water Usage

Water Usage Over the Lifecycles of Lion Products

The Lion Group is working to reduce water use in line with the LION Eco Challenge 2050, a set of long-term environmental objectives formulated in 2019 with the aim of realizing environmental sustainability. In 2019, Lion began calculating water use throughout the supply chain in order to understand water use throughout product lifecycles—from raw material procurement to production, transport, use and disposal. Total water use throughout the life cycles of Lion's products in 2025 was approximately 2.0 billion m^3.

Breakdown of Water Use over the Lifecycles of Lion Products*



* Scope: Lion and domestic and overseas consolidated subsidiaries, January–December 2025.

Initiatives to Reduce Water Usage

Reducing Water Usage During Product Use

The Lion Group is working to reduce water usage throughout the life cycles of its products. The product life stage that accounts for the greatest portion of water use is the consumer use stage, which accounts for approximately 75% of the average total product lifecycle. This is due to the Group's extensive sales of products that incorporate water, such as laundry detergents. To reduce water usage during product use we are expanding our lineup of environmentally friendly products that help save water. For example, since 2020, all Lion liquid laundry detergents can be used with just one rinse cycle. In April 2025, we also developed and marketed *Acron Yasashisa Premium*, a zero-rinse laundry detergent.

The Group has set a 2030 target of reducing water usage across product life cycles by 30% in comparison with 2017 levels. In 2025, life cycle water usage was reduced 24% per unit of net sales in comparison with 2017.

Going forward, we will continue to develop products that help reduce water usage during product use and promote environmentally friendly habits as we strive to reduce the environmental impact of households.

Brand site for*Acron Yasashisa Premium* [Japanese]

Breakdown of Water Use over the Life Cycles of Lion Products

Water-Saving Products (Domestic)

NANOX one

These laundry detergents rinse away easily, leaving minimal residue and enabling one-rinse washing.



Acron Yasashisa Premium

It is a fashionable clothing detergent with softening ingredients. A special polymer with proprietary technology supports the action of cleaning ingredients. Even with a small number of cleaning ingredients, dirt and odors can be removed cleanly, and it can be used with 0 rinses.
(This product's effects on skin have been tested under the supervision of dermatologists.)



CHARMY Magica Quick Dry + ("Plus") Antibacterial

These dishwashing detergents cut through stubborn grease and rinse off quickly, helping save time and water when washing up.



Ofuro no LOOK (Bath cleaner)

Bathroom cleaner compounded with quick-rinsing component to clean stains with a fast defoaming action.



Look Plus Bath Antimold Fogger

A fumigation-type fungicide that employs a silver-ion fog to kill black mold spores throughout the bathroom, helping prevent the growth of mold and reducing water used during post- mold removal and cleansing rinses.



Soft in 1 Shampoo

A two-in-one conditioning shampoo that leaves hair feeling smooth and moisturized without an extra conditioning and rinse stage.



Look Plus Mame Pika Toilet Cleaner

A toilet cleaner that achieves a water-free clean.



› Lion Eco Pamphlet [Japanese] (5.28MB)

› Lion Eco-Products

Water-Saving Products (Overseas)

Lion sells *NANOX one* and *CHARMY Magica* through Lion Corporation (Singapore) Pte Ltd, Lion Daily Necessities Chemicals (Qingdao) Co., Ltd. and Lion Corporation (Hong Kong) Ltd. and Lion Home Products (Taiwan) Co., Ltd., helping to save water.



TOP NANOX one
Lion Corporation (Singapore) Pte Ltd.



NANOX one PRO
at Lion Corporation (Hong Kong) Ltd.



CHARMY Magica Quick Dry + ("Plus")
at Lion Corporation (Hong Kong) Ltd.



NANOX one PRO
at Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.



NANOX one
at Lion Home Products (Taiwan) Co., Ltd.



CHARMY Magica Quick-Dry + ("Plus") Antibacterial
at Lion Home Products (Taiwan) Co., Ltd.

Reducing Water Usage in Business Operations

The Lion Group continuously monitors water usage (water withdrawal) and wastewater discharge in its business activities as it strives to alleviate environmental impact and reduce water usage through recycling. We have been implementing ongoing measures to reduce water used in cleaning processes. As part of these efforts, we have been operating industrial wastewater recycling facilities at the Chiba Plant since 2016.

Identification and Evaluation of Water-Stressed Regions
The Group performs water stress evaluations for all its business locations using Aqueduct, a set of tools developed and announced by the World Resources Institute. We consider the regions in which our business locations are located to be water-stressed if their baseline water stress (one of the indicators outlined by Aqueduct) is designated "extremely high." The results of these evaluations showed that the Group has four-locations in water-stressed regions, and their water intake was 2% of the Group's total.

> Water Usage (Water Withdrawal) by Operating Sites

> Water Usage (Water Withdrawal) by Source

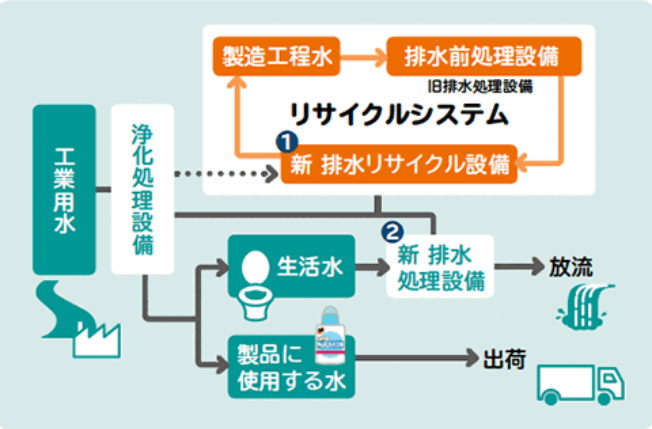
> Wastewater Discharge at Operating Sites

> Wastewater Discharge by Destination at Operating Sites

The Chiba Plant's Wastewater Recycling Facilities

The Lion Group manufactures and sells products that are closely tied to water usage. Moreover, Lion's plants use a great deal of water in manufacturing processes to clean facilities and in heating and cooling equipment. Recycling wastewater after use can thus produce a significant water-saving effect. To this end, in 2016 Lion introduced a wastewater recycling system at the Chiba Plant—which uses the most water among Lion's plants—that has been in continuous use since installation. The greatest feature of this system has been the adoption of new wastewater recycling facilities (①). Thanks to these facilities, we are able to recycle wastewater from production processes that would previously have been discharged into the environment. Furthermore, we installed new wastewater treatment facilities to (②) enable greater purification of water from employee sanitary facilities and cleaning facilities than had previously been possible, better removing nitrogen, which is a source of marine eutrophication.

The Chiba Plant's Wastewater Recycling System







The Chiba Plant was the first household product factory in Japan to recycle wastewater. In 2017, the plant received the New Technology Encouragement Award[*1] from the Japan Society on Water Environment and the Responsible Care Award[*2] from the Japan Chemical Industry Association.

*1 In June 2017, the development of the Chiba Plant's wastewater recycling system was recognized with the New Technology Encouragement Award from the Japan Society on Water Environment, Japan's largest academic society related to protecting the aquatic environment. This award is given for research related to aquatic environments or to individuals or organizations that have devised innovative, promising aquatic environment technologies from the perspective of social contribution.

The Japan Society on Water Environment New Technology Encouragement Award [Japanese]

*2 In May 2017, the Chiba Plant received the 11th Responsible Care Award from the Japan Chemical Industry Association for its initiatives to protect the aquatic environment and contribute to the local community. Since the start of its operations, the Chiba Plant has continuously implemented activities to protect the aquatic environment.

› Lion's Responsible Care Activities

Harmonizing with Nature (Biodiversity)

Approach

Lion has long taken the lead in addressing problems in the aquatic environment, such as stream foaming and eutrophication linked to the use of detergents, considering biodiversity at each stage from raw material procurement to disposal by consumers. To continue benefiting from the value provided by biodiversity into the future, we must work with local communities to protect biodiversity and utilize such value in a sustainable, non-depleting way. Furthermore, it is important that we contribute to the realization of a society in harmony with nature by encouraging changes in consumer lifestyles through biodiversity-friendly products.

To this end, Lion will contribute to the development of a sustainable society through its businesses by determining which natural resources are used in business activities and the impacts on biodiversity throughout the value chain. Based on this information, Lion will implement biodiversity conservation activities that help reduce risk and expand opportunities. Also, by having every employee participate in biodiversity conservation activities as part of our environmental education efforts, we are also focusing on spreading awareness of this important issue throughout our operating sites.



1960s Stream Foaming
The synthetic detergents of the time were slow to break down, leading to foam that covered streams. Lion switched to readily biodegradable detergent ingredients.



1970s Eutrophication
Aquatic eutrophication led to algae blooms and other problems. One cause of this eutrophication was the phosphates then used in detergents. Lion led the way, creating phosphate-free laundry detergents ahead of its competitors.



1980s Onward Global Environmental Issues
Global-scale environmental issues received increased attention, leading to growing calls for consideration of resources and environmental burden. Lion is proactively advancing such efforts as enhancing the detergency of its cleaning agents to decrease the amount of product needed, developing water-saving products and utilizing plant-based raw materials.

Biodiversity Policy

The Lion Group has established a Biodiversity Policy as part of its Environmental Policy. Based on global conservation movement, such as that promoted by the Kunming-Montreal Global Biodiversity Framework, the Group will strive to understand and disclose risks associated with biodiversity loss as well as how its entire value chain both depends on and impacts biodiversity. The policy also promotes the establishment of initiatives to stop biodiversity loss as well as to restore it.

Initiatives



Biodiversity Conservation Initiatives

Biodiversity Conservation Activities

Activities at Operating Sites Environmental Impact Surveys of Surfactants

Lion conducts biodiversity conservation activities at all of its operating sites. Its plants, in particular, have expansive premises and handle a wide range of raw materials and thus have the potential to impact the nearby natural environment and communities. We therefore work to reduce the impact caused by plant operations and, in cooperation with local NPOs and other organizations, proactively implement biodiversity conservation activities in the watersheds where plants are located so that the benefits of biodiversity can be sustainably enjoyed throughout local communities.



Biodiversity Conservation Initiatives [Japanese]

Activities at Operating Sites

Each of our operating sites is engaged in biodiversity conservation activities in accordance with our biodiversity policy.

Biodiversity Conservation Activities at Each Operating Site

Operating Site	Activity	Partner Organizations
Chiba Plant (Ichihara City, Chiba Prefecture)	Management of “Leotope” Satoyama biotope	General Incorporated Association Group 2000 (Learning from the Environment)
Odawara Plant (Odawara City, Kanagawa Prefecture)	Breeding of Japanese killifish and fireflies in the Sakawa River basin	Odawara City
Osaka Plant (Sakai City, Osaka)	Conservation of loggerhead sea turtles	Sea Turtle Association of Japan Minabe Sea Turtle Research Group
Akashi Plant (Akashi City, Hyogo Prefecture)	Hackberry biotope maintenance (Protection of the Japanese emperor butterfly, etc.)	Tamba-no-mori Park
Lion Chemical Co., Ltd. Fine Chemicals Plant (Kamisu City, Ibaraki Prefecture)	Restoration of Kashimanada coastal pine forests (“White Sand, Green Pine Project”)	Kamisu City Agriculture and Forestry Division Beautification Campaign Promotion Liaison Council
Lion Chemical Co.,Ltd., Oleo Chemical Plant (Sakaide City, Kagawa Prefecture)	Maintaining dragonfly pond (biotope) (Breeding of the endangered maiko red dragonfly)	Ookoshi Dragonfly Land: Sakaide City Association for Dragonflies and Nature: Shimanto City
Sapporo Office (Sapporo, Hokkaido)	Efforts to improve the wild flavor of the Toyohira River salmon population (Sapporo Wild Salmon Project)	Sapporo Salmon Museum

Operating Site	Activity	Partner Organizations
Head office (Taito-ku, Tokyo)	Biodiversity conservation workshop held	Taito City Environmental Fureai Kan
Hirai Research Institute (Edogawa-ku, Tokyo)	Environmental cleanups in the lower reaches of the Edogawa River and Tokyo Bay	Accredited NPO Edogawa Eco Center
Osaka Office (Osaka, Japan)	Wisteria cultivation	Osaka Fukushima Lions Club Wisteria Association
Fukuoka Office (Fukuoka City, Fukuoka Prefecture)	Environmental conservation of Hakata Bay (Love Earth Activity, The Save Wajiro Tidal Flat Association)	The Save Wajiro Tidal Flat Association

› Biodiversity Activities at Lion's Domestic Sites [Japanese]

Environmental Impact Surveys of Surfactants

Lion evaluates and confirms the environmental safety of its products during product development, because almost all Lion products are discharged into rivers and streams after their use. Furthermore, Lion takes part in the Japan Soap and Detergent Association's measurement of the concentrations of four types of surfactants in four river systems near Tokyo and Osaka and evaluation of related ecosystem risk, which it has conducted twice a year since 1998, to confirm that said surfactants are not negatively impacting the environment. The measurements to date have consistently found surfactant concentrations below the maximum level thought to have no impact on aquatic ecosystems, indicating that there is little environmental impact from detergents.

Evaluating and confirming safety is not a task for Lion alone. In addition to gathering and utilizing the latest technological data from in and outside Japan, Lion is working to provide data to other users in order to enhance safety evaluation technologies.



River water sample collection points

Lion’s Environmentally Friendly Products

- About Lion’s Environmentally Friendly Products
- Environmentally Friendly Products for Everyday Living
- Lion’s Focus

About Lion’s Environmentally Friendly Products

Lion considers products that have cleared the proprietary Lion eco-standard to be environmentally friendly. Lion provides products that create effortless ways for consumers to be more environmentally friendly just by living comfortably and promotes the formation of environmentally friendly habits by engaging in interactive communication with consumers.



eco LION
暮らし、まいにち、エコ。
The Lion Eco-Standard

Environmentally Friendly Products for Everyday Living



Lion offers a lineup of products that lead to eco-friendly habits in a variety of everyday life situations.

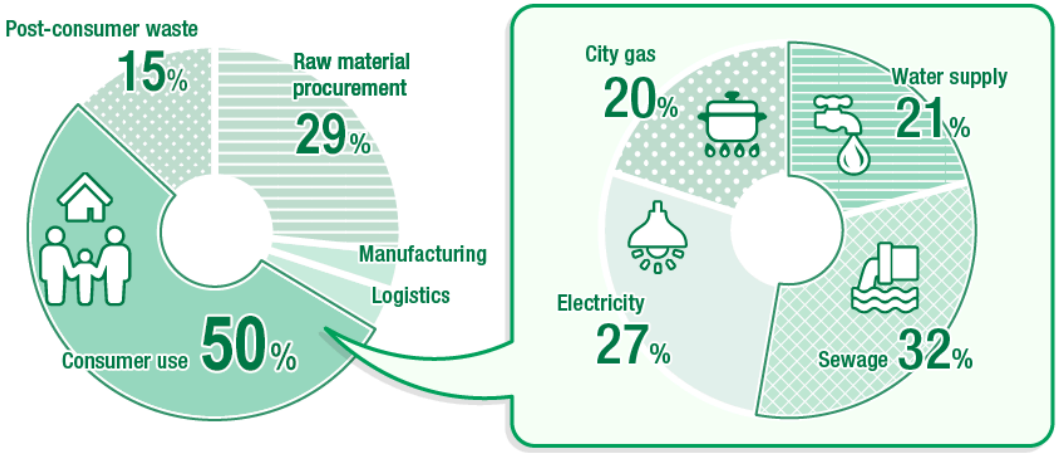
> Products with the “eco LION” mark [Japanese]

> Lion Eco Pamphlet [Japanese] (PDF:5.28MB)

Lion’s Focus

Water-saving products

Relationship between water use and CO_2 emissions



CO_2 Emission Ratio over the Lion Group Product Lifecycle (2025)
(Reference) CO_2 emissions in 2025 Approx.
3,789,000 tons/year for the Lion Group

Breakdown of CO_2 emissions during the consumer use stage
Source: LION calculations

For the Lion Group, within the product lifecycle, the highest CO_2 emission ratio is found at the consumer use stage as illustrated in the graph on the left.
Because water use and sewage account for more than half of these CO_2 emissions, as shown in the graph on the right, water conservation constitutes a practical and eco-friendly measure that could reduce CO_2 emissions and help in the fight against climate change.

A product that enables one-rinse washing in order to save water is good on a personal and environmental level.



The water-saving effects of one-rinse washing

Effects per person

A single person (per year)

Two-rinse washing	−	One-rinse washing	=	Reduction amount
38,130L		26,970L		11,160L*1

By these calculations...

This is the equivalent of 2 months*2 of bathtub water usage.



*1 Calculated based on the average volume of laundry in a two-adult or more household (approx. 310 loads/year) and the average volume of water used for a 3 kg load washed on a standard course in a typical top-loading washing machine from one of four major manufacturers (approximately 123 L/load for two-rinse washing and approx. 87 L/load for one-rinse washing). (According to Lion's research).

*2 Calculated based on the assumption that 200 liters of water is used daily.

Cumulative effects

Households across Japan (per year)

Two-rinse washing	−	One-rinse washing	=	Total reduction
1.80 billion m³		1.27 billion m³		530 million m³ *3

By these calculations...

This is approximately 2.6 times the amount of water in the Kurobe Dam reservoir*4



*3 Calculated based on the estimated total number of laundry loads processed by all households across Japan (approximately 14.68 billion loads/year) and the average volume of water consumed when washing a 3 kg load on a standard course in a typical top-loading washing machine from one of four major manufacturers (approximately 123 L/load for two-rinse washing and 87 L/load for one-rinse washing). (According to Lion's research).

*4 Calculated based on the total capacity of the Kurobe Dam reservoir (approx. 200 million m³).

NANOX one saves water and prolongs the life of clothes.

One-rinse washing

Eco-friendly habits benefiting both the earth and the family budget through water- and energy-saving washing.



Detergency

Newly formulated with high-performance surfactant and high-performance enzymes to achieve high detergency effective against even stubborn stains!

Deodorizing power

New deodorizing agent* suppresses unpleasant washing machine odors.

*Only *NANOX one for Odors* and *NANOX one PRO*

Discoloration protection

Prevents damage to clothes and protects against discoloration. Also prevents grime removed and suspended in the wash water from re-attaching to clothing (re-staining).



Prevents yellowing



Prevents darkening and dullness



Prevents fading and color degradation

Brand site for *NANOX one* [Japanese]

Laundry Micro-Fantasy!, The world of *NANOX one* ultra-high performance detergent, a comic strip series by Lidea [Japanese]

Lidea: Can Choosing the Right Detergent Change Your Everyday Life? Featuring Four Happy Stories [Japanese]

Lion strives to develop products that help conserve water by utilizing its proprietary water-saving technologies across a wide range of product categories.

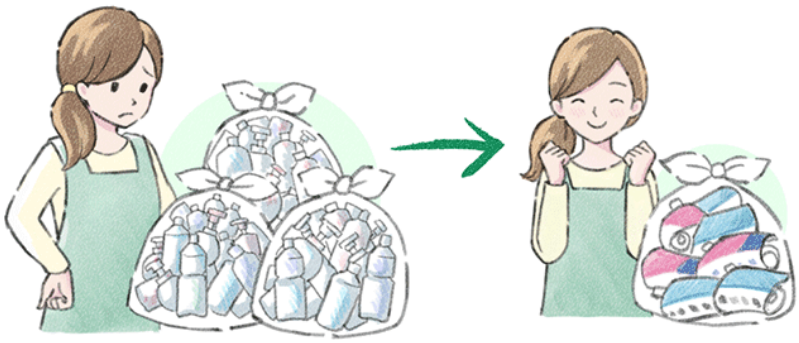
> News Release：Lion Launches NANOX one Antibacterial×Quick Wash Laundry Detergent, The Brand's First Zero-Rinse Detergent That Completes Wash Cycles in 15 Minutes [Japanse]

> Reducing Water Usage During Product Use

Refill products

Benefits of Using Refillable Products

Household plastic waste can be reduced through the use of refillable products.
Reducing plastic waste helps the environment in various ways such as by lowering the volume of CO_2 emissions generated during disposal.



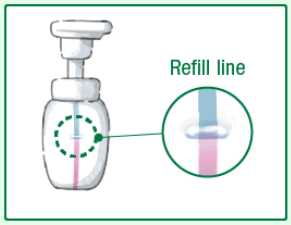
Benefits of *KireiKirei* Medicated Foaming Hand Soap's Refillable Bottles

***KireiKirei* Medicated Foaming Hand Soap bottles have been built to be easy to refill in the following ways.**



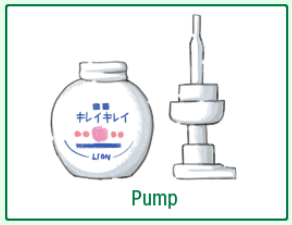
1 No-spill refills

The opening of the bottle is wider than that of a refillable pack , making refilling easier.



2 Easy-to-understand refill volume

- **Transparent window on bottles**
  Easy to monitor how much has been added.
- **Refill line is clearly marked**
  Refilling can be undertaken without the worry of overfilling.

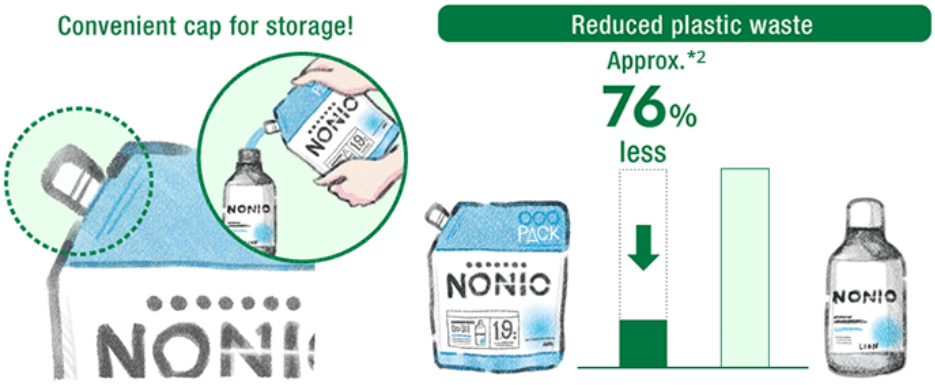


3 Clean refillable pump

When refilling, the pump of the bottle can be placed upside down without falling over, less likely to drip.

Expanding Refillable Product Categories

For the first time, Lion is expanding its repertoire of refillable products to include the oral healthcare category.[*1] Compared with a bottle holding the same volume, a refillable product's packaging uses not only a significantly reduced amount of plastic but a lighter weight plastic.



*1 Lion products only

*2 Weight comparison with the 600ml bottle.

Lion is proactively developing refillable products that are easy to recycle and conducting recycling-related R&D.

- News Release：To Promote Plastic Recycling, Lion Has Made Its First Refill Pack to Improve Recyclability [Japanse]
- News Release：Lion and artience Collaborate to Achieve Closed-Loop Recycling of Refill Packs Utilizing Materials Generated During Manufacturing to Produce Acron Refill Packs [Japanese]
- Lidea：What Can Be Done to Solve Problems around Reducing Plastic Waste and Recycling? [Japanse]

The Lion Eco-Standard

The Lion Eco-Standard The “eco Lion” Symbol

The Lion Eco-Standard

Lion has created the Lion eco-standard based on life cycle assessment (LCA), in which the environmental burden created by a product is quantitively assessed at every stage from raw material procurement to disposal. Products that meet at least one evaluation standard in each evaluation category can bear the “eco Lion” mark. In 2025, 82% of Lion’s household product*1 sales were from environmentally friendly products that meet the Lion eco-standard.

Products with the “eco Lion” Mark [Japanese]

Portion of Sales from Products That Meet the Lion Eco-Standard (Domestic)

2017*2	2021	2022	2023	2024	2025
76%	82%	81%	82%	79%	82%

*1 Products in the Oral Healthcare, Beauty Care, Fabric Care and Living Care fields

*2 2017：The baseline year for the LION Eco Challenge 2050

Lion Eco-Standard Evaluation Categories and Standards

Life cycle stage	Evaluation category	Evaluation standards
①Raw material procurement	Use of plant-based materials Use of sustainable raw materials	• At least 50% of the raw materials of product contents (organic ingredients) is plant-based • Of the plant-based materials used, at least 50% are biodiversity-friendly
②Material procurement	Use of recycled materials Use of plant-based materials	• At least 10% of the materials used are recycled • Cardboard used is at least 94% recycled paper or certified pulp from forest thinning • At least 20% of resins used are plant-based
③Manufacturing	Energy saving Water saving Chemical substance use reduction Waste reduction	• A reduction of at least 20% in greenhouse gas emissions at the manufacturing stage compared with the baseline product* • A reduction of at least 20% in water use at the manufacturing stage compared with the baseline product* • A reduction of at least 20% in use of chemical substances other than raw materials at the manufacturing stage compared with the baseline product* • A reduction of at least 20% in waste generated at the manufacturing stage compared with the baseline product*
④Logistics	Making products more concentrated and compact	• An increase of at least 20% in product content concentration or packaging compactness compared with baseline product*

Life cycle stage	Evaluation category	Evaluation standards
⑤Use	Energy saving during use Reduction of greenhouse gas emissions during use Water saving during use	• A reduction of at least 20% in energy consumed by product use compared with baseline product* • A reduction of at least 20% in greenhouse gas emissions after product use compared with baseline product* • A reduction of at least 20% in water use during product use compared with baseline product*
⑥Disposal	Packaging reduction Refill packs	• A reduction of at least 15% in packaging materials used in bottles compared with baseline product* • A reduction of at least 50% in packaging materials used in refill packs compared with corresponding product bottles

* Baseline product: Products released in 2017, the baseline year for the LION Eco Challenge 2050.

The “eco Lion” Symbol

The “eco Lion” symbol denotes Lion’s environmental activities and incorporates Lion’s environmental slogan, “Every Day. For the Earth” which concisely expresses Lion’s commitment to the environment in line with the corporate slogan, “life. love.” To help customers choose environmentally friendly products, we use this symbol on products that meet the proprietary Lion eco-standard. The factors that make each product environmentally friendly are printed within the symbol.



The “eco Lion” symbol is used on this refill pouch to communicate the amount by which plastic waste has been reduced.

Other Examples of Products with the “eco Lion” Symbol



On laundry detergent products, the “eco Lion” symbol is used to communicate the number of rinses.



On other products, the “eco Lion” symbol may communicate the recycled plastic usage rate.

Management of Chemical Substances

- Approach
- Chemical Substance Management Policy
- Implementation Framework
- Chemical Substance Management Initiatives at Each Product Life Cycle Stage
- Initiatives to Reduce or Eliminate Chemical Substances of Concern

Approach

Providing indispensable functions that facilitate many daily tasks, chemical substances are essential to assuring comfortable and fulfilling lives. Failure to properly manage chemical substances, however, can result in accidents that put human health and ecosystems at enormous risk. In addition to compliance with related laws and regulations, the Lion Group strives to ensure the strict management of chemical substances at all stages from product development to use and disposal in accordance with its own independent standards.

Chemical Substance Management Policy

Based on the spirit of the Lion Group Charter for Corporate Behavior, the Group has established the Chemical Substance Management Policy. This policy was formulated in light of international trends in chemical substance management and is aligned with the Global Framework on Chemicals*1 (GFC) and the Strategic Approach to International Chemicals Management*2 (SAICM). The policy stipulates that we will strive to implement sound management of chemical substances throughout their lifecycles, minimize significant adverse impacts on the environment and human health, and promote communication. A relatively new international framework, the GFC was adopted in 2023 with the aim of realizing a world free from the harmful effects of chemicals and waste and strengthening international chemical management. Covering the entire lifecycle of chemicals, it sets forth five strategic objectives and 28 targets to protect the environment and human health. A key feature of the GFC is that it promotes sustainable chemical management through collaboration among diverse stakeholders, including national governments, industry, and civil society.

> The Lion Group's GFC Initiatives (PDF: 68.0KB)

*1 Adopted in 2023 as the successor to SAICM

*2 Adopted from 2006-2020

Implementation Framework

In 2023, we established a Chemical Substance Management Committee, chaired by the executive officer in charge and vice-chaired by the executive officer in charge t, and composed of members from the Research, Production and Logistics, Overseas Business, and Head Office Staff departments. This committee promotes activities in line with the Group's Chemical Substance Management Policy.

Chemical Substance Management Committee

Chairperson: Executive Officer in charge of overall chemical business

Vice Chairperson: Executive Officer in charge of Quality Assurance Department

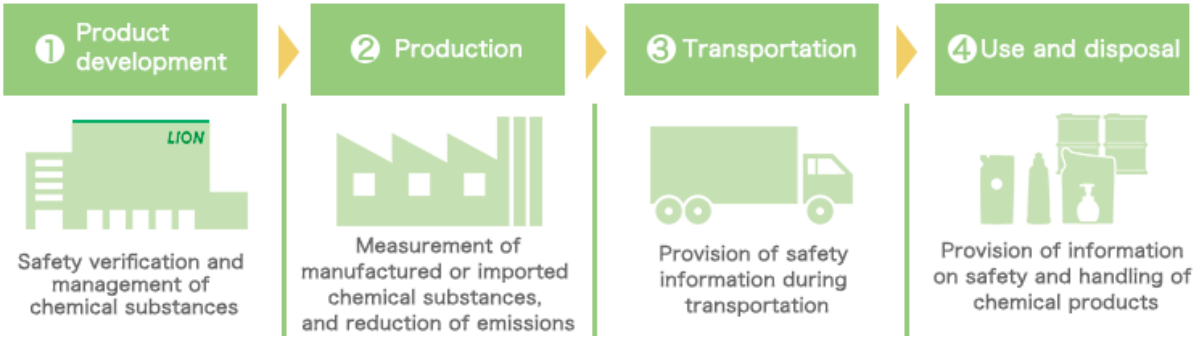
Committee Members:

Heads of the Research & Technology Division, Supply Chain Management Strategy Division and Corporate Division

Chemical Substance Management Initiatives at Each Product Lifecycle Stage

We strictly manage chemical substances at every stage of the process, from product development and production to transportation, use and disposal.

Group-Wide Management of Chemical Substances



1. Product Development

Selection of Chemical Substances for Use in Products

The types and amounts of chemical substances used in products are determined at the product development stage, with consideration given not only to enhancing product performance, but safety and environmental impact.

› Safety of Raw Materials and Ingredients

2. Chemical Substance Registration and Notifications

Japan: Complying with the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc.

Based on the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc., Lion notifies the relevant authorities of the use classifications and volumes of all the general chemical substances and priority assessment chemical substances it manufactures or imports (with exceptions based on the provisions of the Act, such as for substances manufactured or imported in quantities of less than one ton per year). We will continue to gather information about the volumes and uses of manufactured or imported chemical substances and file proper notifications.

South Korea: Complying with K-REACH

Lion Corporation Korea pre-registers and registers chemical substances under K-REACH.*

* K-REACH
The common name for South Korea's Act on the Registration and Evaluation of Chemicals

3. Production

Going forward, with expectations of ongoing growth in calls for the proper management and stricter regulation of chemical substances, Lion aims to continue stepping up the filing of proper notifications and management of emissions volumes as required under the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc.; regulations on volatile organic compounds (VOCs); and the Water Pollution Prevention Act, as well as to ensure safety during manufacturing in accordance with the Industrial Safety and Health Act.

Management of Total PRTR-Designated Substance Emissions

The PRTR (Pollutant Release and Transfer Register) system is a scheme for collecting, compiling, and publishing data on the degree to which a wide variety of potentially harmful chemical substances are released into the environment from what sources, or are transported off of production sites through waste disposal.
The Company's annual emissions of PRTR-designated substances have remained at 2 to 9 tons since 2020.

> 2025 PRTR-Designated Substance Emissions Data for Production Sites in Japan [Japanese] (PDF: 360KB)

> PRTR-Designated Substance Emissions

Air Quality-Conscious Production Activities

Lion implements initiatives to reduce emissions of chemical substances that cause air pollution, including nitrogen oxides (NO_X), sulfur oxides (SO_X), particulate matter and VOCs. The Air Pollution Control Law designates emissions standards by type of substance and by type and scale of emitting facility, and many regional governmental bodies have established additional regulations by ordinance. In addition to complying with such laws and ordinances, each plant has formed strict agreements with local municipalities and established strict voluntary standards, in accordance with which we strive to prevent pollution. Furthermore, we are working to reduce emissions by such means as improving the efficiency of production processes and utilizing environmentally friendly equipment, such as nitrogen and sulfur scrubbers.

> Emissions of Nitrogen Oxides (NOx), Sulfur Oxides (SOx) and Particulate Matter

> VOC Emissions

Water Quality-Conscious Production Activities

A maximum limit on COD[*1] of 160mg/L (and a daily average of 120 mg/L) has been set by law as a nationally uniform standard within environmental standards related to water pollution per the Water Pollution Prevention Act and Sewerage Act. Lion also meticulously complies with these regulations when discharging wastewater into public sewer systems. Furthermore, Lion aims for even stricter wastewater quality management, and some of our operating sites have formed agreements with local governments to maintain a COD limit stricter than the uniform standard. To comply with these agreements and achieve even higher standards of wastewater management we strive to stabilize operations at each wastewater treatment facility while performing regular maintenance and continually improving treatment methods.

› COD at Operating Sites

*1 COD
Chemical oxygen demand. An indicator of water contamination. Indicates the amount of oxygen that will be consumed in the oxidization and decomposition of the organic matter content of the water.

Utilizing SDSs

Lion's suppliers provide safety data sheets (SDSs)[*2] on all the raw materials it uses. To ensure the efficient and effective use of SDSs, they are listed in a database. Lion Hygiene Co., Ltd., which supplies products to businesses, also prepares and distributes SDSs to its business partners to help on-site workers perform their tasks more safely, and labels its products in accordance with the GHS.[*3]

*2 SDS
Prepared with the aim of preventing accidents caused by chemical substances, these documents provide information about the environmental impact of, safety precautions regarding and the appropriate handling of chemical products.

*3 GHS
An abbreviation for the Globally Harmonized System of Classification and Labelling of Chemicals. A labeling system based on globally standardized rules adopted by the United Nations for classifying the hazards and toxicity of chemical substances.

Chemical Substance Management in Manufacturing Operations

In accordance with the Lion Group Chemical Substance Management Policy, and with the aim of ensuring workplace safety, Lion utilizes an SDS database to manage the raw materials and products handled within its facilities. Through this, we strive to ensure consistent GHS labeling at all operating sites, conduct training on the safe handling of chemical substances, and promote the proper use of personal protective equipment.

4. Transportation

Provision of Safety Information during Transportation

In case of an accident during the transportation of raw materials or intermediate products, Lion provides information to carriers about emergency response by distributing and attaching yellow cards and container yellow cards* to shipments.

* Yellow cards and container yellow cards
Yellow-colored emergency contact cards providing information about the properties of and emergency response methods regarding chemical substances in case of leaks of other issues during transportation. Yellow cards are for carriers to keep with them during transportation, while container yellow cards are attached to the containers in which chemical substances are stored. Both are prepared based on voluntary industry standards determined by chemical companies.

5. Use and Disposal

Environmental Impact Surveys

After use, residual surfactants from detergents and other products may be discharged into the environment. Twice a year, Lion takes part in the Japan Soap and Detergent Association's environmental monitoring and risk assessment of four types of surfactants in rivers near Tokyo and Osaka in order to ensure that the impact of these substances on local ecosystems is minimal.

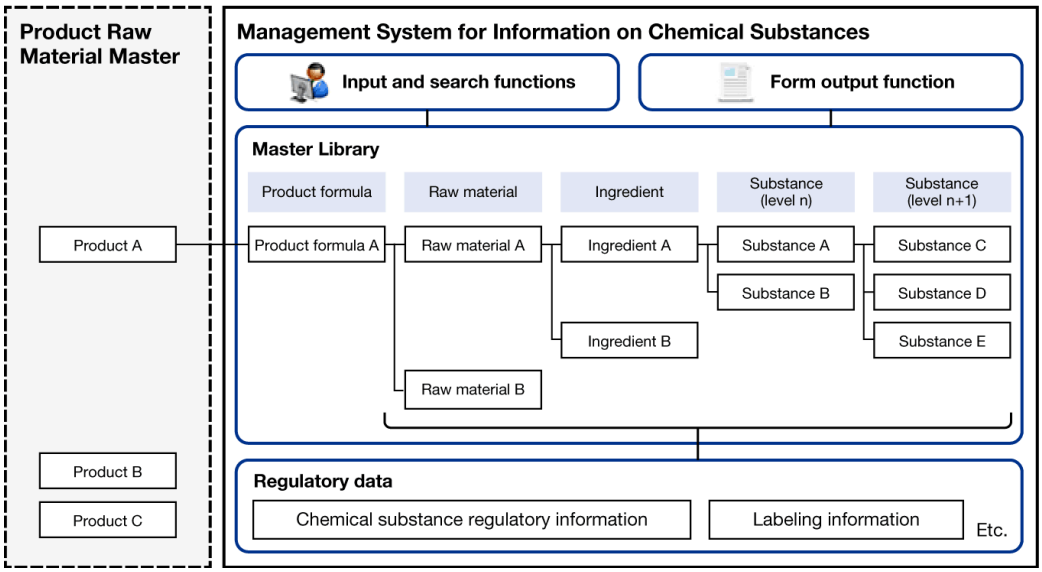
› Environmental Impact Surveys of Surfactants

6. Post-launch

Managing Chemical Substances in Products

Since January 2018, Lion has been rolling out a Management System for Information on Chemical Substances at its purchasing departments and research and development sites, including those of domestic affiliated companies, to reinforce the proper use of chemical substances. We use this system for the management of raw materials and the chemical substances contained in products.

The system comprises a database of raw materials and product formulation data, a database of regulatory data, and product formula development support functions. The adoption of the system has reinforced our framework for ensuring legal compliance regarding chemical substances used in products during product development across all our business fields. In addition, the system's accumulated data allows employees to instantly search for the chemical substances contained in products that have been released. This has helped enhance data management, secure traceability and reinforce our ability to ensure compliance.



Management System for Information on Chemical Substances Diagram

Initiatives to Reduce or Eliminate Chemical Substances of Concern

Regarding Nonylphenol Ethoxylates (NPEs)

In 2021, the use of nonylphenol ethoxylates (NPEs) in the EU was restricted by EU REACH.* Furthermore, in April 2025, NPEs were designated as Class II Specified Chemical Substances under Japan's Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc. in 2024. Lion has already discontinued the use of NPEs and completed the process of replacing them with substances that have a lower environmental impact.

* REACH
Registration, Evaluation, Authorisation and Restriction of Chemicals

Participation in the Japan Chemical Industry Association

Lion participates in the Japan Chemical Industry Association and has constantly improved the environmental performance and safety of chemical substances throughout their life cycles, from development through disposal.

Japan Chemical Industry Association

Cooperation with the LRI Activities of the JCIA

Since 2011, Lion has invested in and endorsed the objectives of the Long-Range Research Initiative (LRI), a project implemented through the Japan Chemical Industry Association (JCIA), which provides grants for research on the safety of chemical substances and methods for their evaluation.

Cooperation with the LRI Activities of the JCIA

Responsible Care* Activities at the Chiba and Osaka Plants

As a member company of the Japan Chemical Industry Association RC Committee, Lion proactively engages in dialogue with local communities. Each plant provides opportunities for dialogue suited to the characteristics of its local community to promote communication with community members.



14th Responsible Care Sakai/Senboku Regional Dialogue held in February 2024

The 15th Responsible Care Chiba Regional Dialogue was held in January 2025, the first time in six years the event was held in-person, and saw the participation of neighborhood associations, neighborhood association councils and government officials. Our Chiba Plant participated and cooperated in the meeting from the planning stage. Booklets were distributed with information regarding SGDs supplied by companies in the Chiba area. We distributed a booklet containing presentation materials from the meeting and a two-dimensional barcode that allows users access to information on the activities of member companies and a member survey. We plan to take the survey's findings into consideration in our future activities.

In addition, the 14th Responsible Care Sakai/Semboku Regional Dialogue was held in February 2024—the first in-person discussions in four years, with neighborhood associations, neighborhood association councils, and government officials participating. On the day of the event, our environmental manager reported on the environmental initiatives of Lion and Osaka Plant. In addition, the opinions of event participants were collected through a survey and will be reflected in our future efforts to continuously improve our environmental initiatives.

Moreover, in May 2017, the Chiba Plant received its 11th Responsible Care Award from the Japan Chemical Industry Association (JCIA) for its initiatives to protect the aquatic environment and contribute to the local community.

JCIA Responsible care refers to voluntary management activities performed by companies that handle chemical substances, encompassing the assurance of protections for the environment, safety and health throughout all processes of chemical substance development, manufacturing, distribution, use, final consumption, disposal and recycling as well as the disclosure of the results of such activities and dialogue with society.

Since the start of its operations, the Chiba Plant has continuously implemented activities to protect the local aquatic environment from water-related risks. The plant's efforts to purify industrial water for various applications, recycle wastewater used in industrial processes and manage wastewater according to standards stricter than those required by law have led to reductions in water usage and discharge volumes and the conservation of water quality. The award also commended the plant for providing education about the importance of water through initiatives with local children and plant tours.



11th Responsible Care Award Plaque
from the Japan Chemical Industry Association

Participation in External Environmental Initiatives

Initiatives to Address Climate Change | Biodiversity Initiatives | Eco-First Commitment
Participation in External Environmental Initiatives

Initiatives to Address Climate Change

In recent years, we have come to recognize climate change as a pressing social issue that presents serious future risks to corporate management but also holds the possibility of new opportunities for corporate activities. Under the Vision2030 long-term strategic framework, the Lion Group made reinforcing initiatives to address the sustainability material issues one of its management strategies and designated creating healthy living habits and promoting environmental initiatives for a sustainable planet as its top priority material issues. Accordingly, we are working to mitigate risk by reducing CO_2 emissions and other means while advancing a variety of initiatives to address the risks and opportunities presented by climate change, such as promoting the formation of environmentally friendly habits together with consumers. In accordance with our Environmental Policy and the TCFD framework, we have analyzed the risks and opportunities related to climate change the Group faces and established top-priority material issues and targets to be addressed by 2030 in order to manage them. The results of these analyses and details of our initiatives are disclosed in The Lion Group's Response to the TCFD.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Disclosure based on TCFD recommendations

Lion's Greenhouse Gas Reduction Targets Validated by the SBT Initiative

In March 2023, Lion had its greenhouse gas (GHG) reduction targets for 2030 validated by the Science Based Targets (SBT) initiative*1 as being based on sound scientific grounds and aligned with the target of limiting global warming to 1.5°C. This validation follows a previous validation from SBT in 2020 verifying alignment with the target of limiting global warming to well below 2°C.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science Based Targets

*1 The SBT initiative (SBTi) is a collaborative international initiative established in 2015 by the CDP, the United Nations Global Compact (UNGC), World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). The initiative assesses and validates whether GHG reduction targets set by companies based are properly science-based to help achieve the Paris Agreement goal of keeping the increase in the global average temperature to 1.5°C above pre-industrial levels.

■Validated GHG Reduction Targets (Targets for 2030)

- Reduce total Scope 1*2 and 2*3 GHG emissions (absolute quantity)*4 by 55% (compared with 2018 levels)
- Reduce Scope 3*5 GHG emissions (absolute quantity) by 30% (compared with 2018 levels)
- Increase annual electricity procurement from renewable sources to 100% (from 0% in 2018)

*2 Scope 1: Direct emissions from the use of fuel by the Company.

*3 Scope 2: Indirect emissions from electricity and heat purchased and used by the Company.

*4 CO_2 emissions account for 99.8% of Lion's GHG emissions (2022 figure).

*5 Scope 3: Indirect emissions from the Company's value chain (excluding those covered by Scope 1 and Scope 2) attributable to purchased goods and services (category 1) or end-of-life treatment of sold products (category 12).

› News release: Lion's Greenhouse Gas Reduction Targets Validated by the SBT Initiative

Biodiversity Initiatives

The Lion Group is closely connected to biodiversity, depending on it for raw material procurement and many aspects of its business operations and impacting it at each stage of the value chain. The Lion Group, in accordance with the Biodiversity Policy and following the framework of TNFD recommendation, has analyzed its dependence and impacts on nature and nature-related risks and opportunities. To manage them, we have set the Lion Group Sustainability Material Issues and objectives for 2030, including those for building responsible supply chain management, respecting human rights, and promoting environmental initiatives for a sustainable planet. The analysis and our initiatives can be found in "The Lion Group's Response to the TNFD".

TNFD Taskforce on Nature-related Financial Disclosures
Disclosure based on TNFD recommendations

Eco-First Commitment

Under the Eco-First Program, companies make a commitment to the Minister of the Environment regarding their global warming countermeasures, efforts to reduce waste and promote recycling, and other voluntary initiatives to conserve the environment (Lion's Eco-First Commitment [Japanese]). The Minister of the Environment then certifies that such companies are leaders in their industries in terms of implementing forward-looking, voluntary business activities in environmental areas.

In 2008, Lion became the first company in a manufacturing industry to be certified as a member of the Eco-First Program. Since then, we have updated our Eco-First Commitment in step with the establishment of long-term environmental objectives. The last such update was made in 2024 to reflect the Biodiversity Policy.

Eco-First Promotion Council

The Eco-First Promotion Council [Japanese] is an organization established in December 2009 to reinforce coordination among environment-related governmental bodies and EcoFirst Program member companies, increase awareness of the program and further enhance initiatives to address environmental issues.

Since the council's establishment, Lion has actively participated as a core member, serving as the chair company from fiscal 2012 to 2013. Lion was involved with council operations as the managing company until fiscal 2023 and is now participating as a general member.

Participation in External Environmental Initiatives

TCFD

TNFD

Eco First Companies Association [Japanese]

CLOMA Japan Clean Ocean Material Alliance

Japan Climate Initiative

Plastics Smart [Japanese]

GX League [Japanese]

環境省30 by 30アライアンス

Information disclosure based on TCFD recommendations

- The Lion Group's Response to the TCFD
- Overview of Scenario Analyses
- Summary of Scenario Analysis Results

The Lion Group's Response to the TCFD

Climate change has become an urgent social issue in recent years and brings serious risks to corporate management as well as the potential for new business opportunities. In May 2019, the Group endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), an organization established by the Financial Stability Board (FSB). From October 2019 to January 2020, Lion took part in the Ministry of the Environment's Project to Analyze Scenarios of Climate Risks and Opportunities in Accordance with TCFD, evaluating the financial impact on its operations of climate-related risks and opportunities. In 2022, we expanded the scope of its analyses to encompass businesses, communities, product categories and supply chains, which we use to develop them into full-scenario analyses. Together with the results of such analyses, climate-related information is disclosed based on the TCFD framework.

Initiatives and Policy to Address the TCFD Recommendations

Core Elements of the TCFD's Recommended Climate Related Disclosures		The Lion Group's Initiatives
Governance	The organization's governance around climate-related risks and opportunities.	• Climate-related risks and opportunities are reported to the Sustainability Promotion Council (which meets twice a year) by its E Subcommittee and also reported, as needed, to the Executive Management Board, Executive Committee and Board of Directors. • In addition, a working group had been established under the Council to responsively look for business opportunities in the changes in external conditions brought about by climate change.
Strategy	The actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	• Based on the TCFD recommendations, we conducted scenario analyses using a 4°C and a 1.5°C scenario for the Consumer Products Business and some countries of the Overseas business, the operations of which are likely to be impacted by climate change by 2030 and 2050. • We worked to identify and evaluate short-, medium- and long-term climate-related risks for the period from the present to 2050 and factor them into our businesses, strategy and financial planning.
Risk Management	The processes used by the organization to identify, assess, and manage climate-related risks	• The Lion Group has designated certain climate-related risks that have the potential to significantly impact the Group's businesses as "shared risks" to be managed Group-wide alongside countermeasures to such risks. The Corporate Planning Department and E Subcommittee coordinate such management, working together to identify, assess and manage these risks. › Click here for risks and countermeasures (Japanese only)

Metrics and Targets	The metrics and targets used to assess and manage relevant climate-related risks and opportunities	• The CO_2 emissions of Lion Corporation and its domestic and overseas consolidated subsidiaries (Scopes 1, 2 and 3) are disclosed on Lion's website. We also disclose the direction of our initiatives toward 2050 under the LION Eco Challenge 2030 long-term environmental objectives for realizing a decarbonized, resource-circulating society, as well as our targets and results for 2030 based on the metrics of CO_2 emissions, petrochemical-derived plastic usage and water usage. PDF The greenhouse gas reduction target is 1.5°C, certified by the SBT Initiative. › News Release: Lion's Greenhouse Gas Reduction Goals Certified by SBT Initiative

Overview of Scenario Analyses

- We conducted scenario analyses using scenarios in which the average global temperature increases 4°C or 1.5°C from the pre-industrial average by 2100. These analyses, focused on effects in 2030 and 2050, were carried out for the Consumer Products Business (for the oral healthcare, beauty care, fabric care, living care and pharmaceutical product fields) and the Overseas Business (for businesses in China and Thailand).
  The principal scenarios used for this analysis were the following.
  ＊ Principal scenarios used for analysis of transition risks and opportunities:
  The IEA's NZA and STEPS scenarios
  ＊ Principal scenarios used for analysis of physical risks and opportunities
  The IPCC's RCP1.9 and 8.5 scenarios
- The analyses consisted of identifying climate-related risks and opportunities in each scenario, considering their qualitative impacts on businesses and then quantitatively estimating these impacts in financial terms in order to rate them as large, medium or small. As a result, the introduction of a carbon tax and increased raw material and packaging costs were identified as risks that have a large impact on our businesses. The expansion of markets for sustainable products was identified as an opportunity that has a large impact on our businesses. In addition, we are studying the latest literature, including the IPCC's AR6, to envision how conditions related to daily living will shift due to climate change as a perspective for exploring new business opportunities.

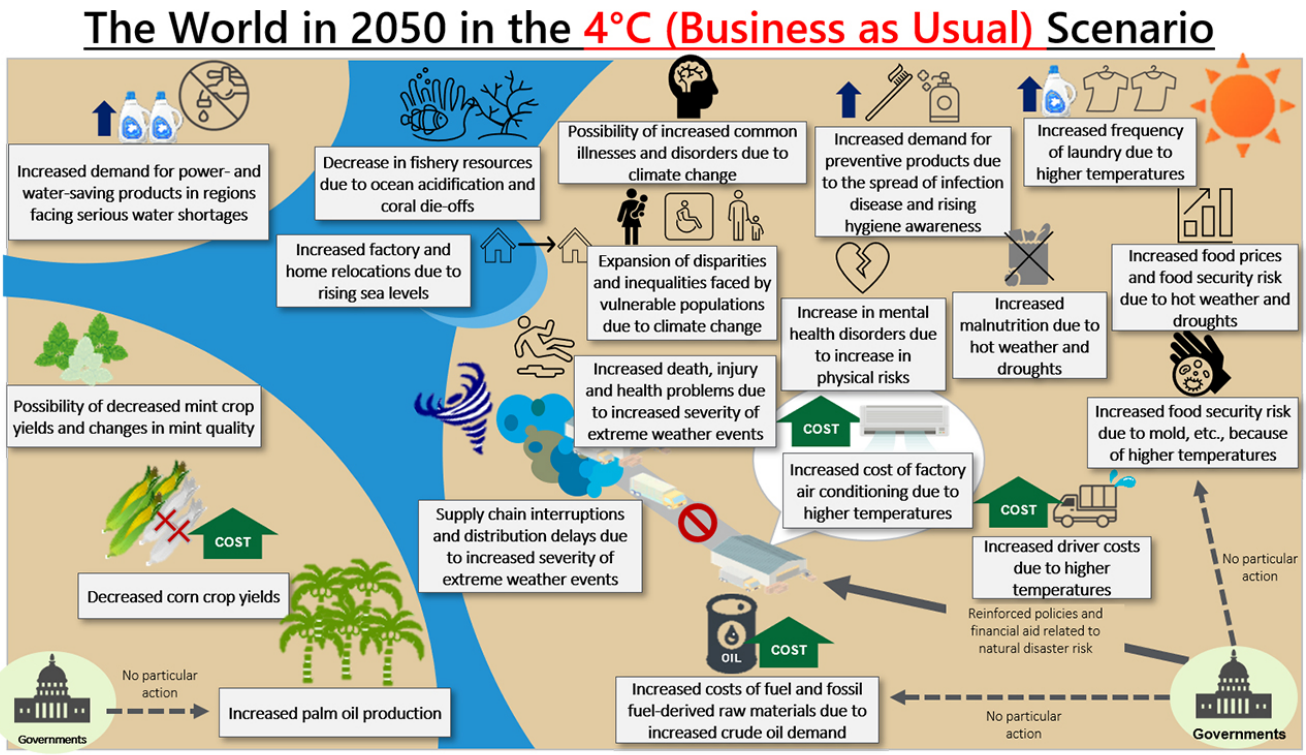
The Lion Group's Main Climate-Related Risks and Opportunities

Risks and Opportunities			Impact[1]		
			Description	4°C	1.5°C
Transition	Introduction of a carbon tax (Scopes 1, 2 and 3)		• Increased factory operating costs due to the full-scale introduction of emissions trading and the application of carbon taxes by governments • Increased raw material procurement costs due to carbon taxes on emissions, including Scope 3 emissions	Small	Large[2]
	Increased cost of raw materials	Fossil fuel-derived	• Increased costs due to the full-scale introduction of emissions trading and the application of carbon taxes	Large	Medium
		Palm oil-derived	• Increased costs due to tightening of palm oil regulations and increased use of certified oil	Small	Medium
		Plant-derived (from corn, mint, etc.)	• Increased prices due to decreases in crop yields	Small	Small
	Increased cost of packaging and containers	Plastic-derived	• Increased costs due to regulations on plastic use	Small	Medium
		Aluminum-derived	• Increased costs due to a shift from iron to aluminum as a result of regulations on vehicle weight, etc.	Small	Medium
		Timber resource-derived	• Increased costs due to forest fires, forest protections or logging regulations	Small	Small
	Expansion of markets for sustainable products		• Expansion of demand for sustainable products, including those that save water and power, due to rising customer awareness of ethical consumption	Small	Large
Physical	Increased average temperature		• Increased operational and personnel costs due to growing energy costs and burden on workers	Small	Small
			• Increased sales of laundry-related products due to higher temperatures and of hygiene-related products and services due to increases in infectious disease	Medium	Small
	Changes in precipitation and weather patterns		• Increased costs of dealing with impacts on the operations of Lion or its suppliers due to increased flooding and water stress. Potential for decreased credibility in the event that stable supply cannot be maintained.	Medium	Small
	Increased severity of extreme weather events		• Decreased revenue due to internal logistics delays and supply chain interruptions resulting from increased severity of extreme weather events. Potential for decreased credibility in the event that stable supply cannot be maintained.	Small	Small

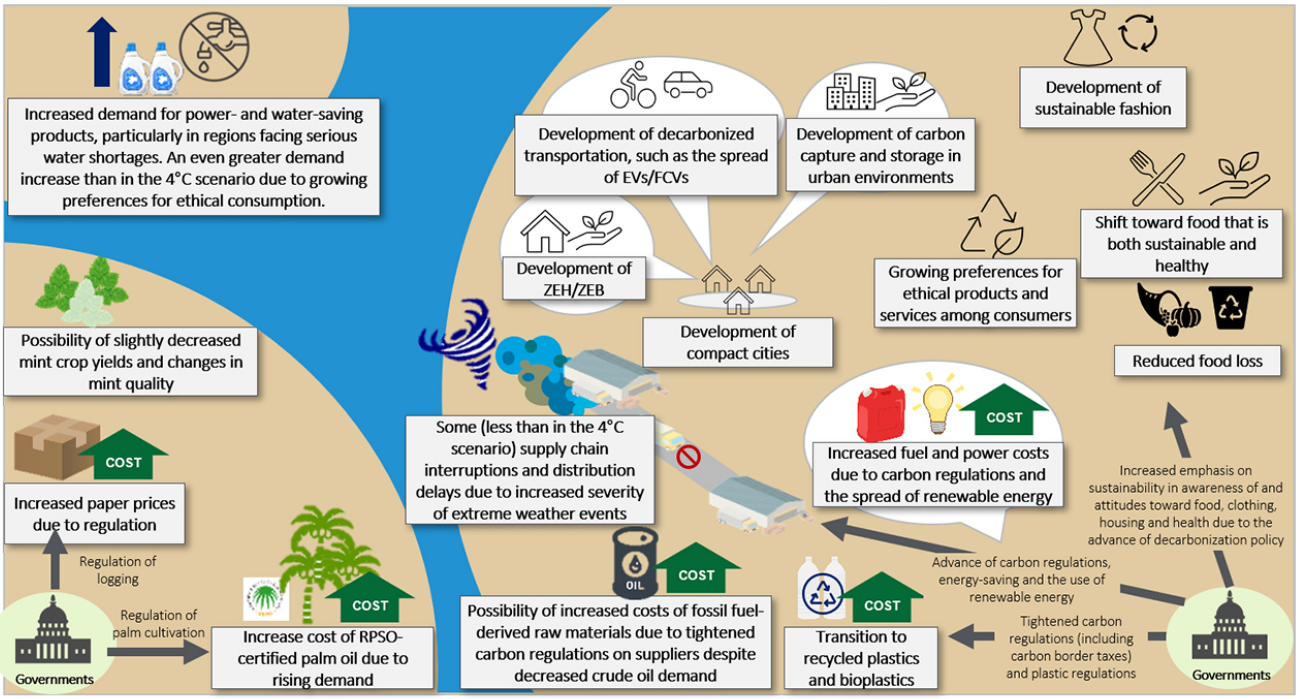
1. Risks are shown in red, opportunities are shown in blue
2. Impact if the LION Eco Challenge 2050 environmental objectives are not met and CO_2 emissions are not significantly reduced

Summary of Scenario Analysis Results

- Lion has been advancing efforts to address the scenarios used in the most recent analyses for some time but will continue to direct management effort at further reinforcing resilience to change going forward.
- Under the 4°C scenario, the increased cost of fossil fuel-derived raw materials is a major risk. Lion is already advancing efforts to replace such raw materials with plant-based materials and reinforcing other efforts aimed at decarbonization. Furthermore, to address rising physical risks, such as those of floods and water stress, we are advancing such efforts as reinforcing business continuity planning and supply chain data coordination. In terms of opportunities, the markets in such areas as products related to infection prevention and laundry are expected to grow, so we are working to develop related products and reinforce related services.
- Under the 1.5°C scenario, the increased cost of plastic-, aluminum- and palm oil-derived raw materials and packaging is a major risk However, Lion is advancing initiatives to reduce such risks, including reducing the use of petroleum-derived plastic, establishing cross-industry recycling systems and procuring RSPO-certified palm oil and palm kernel oil derivatives. In terms of opportunities, we expect substantial expansion in demand for environmentally friendly products, presenting the potential for business expansion by increasing offerings of products that meet the Lion eco-standard, such as laundry detergents that allow for one or even zero rinse cycles instead of the conventional two. Furthermore, these initiatives will help to reduce CO_2 emissions during the product use and disposal stages, which account for the majority of Lion's Scope 3 emissions.
- In addition, we will monitor social trends as we consider measures to address issues that currently have only a small quantifiable financial impact but could present a large future risk to Lion (such as procuring high-quality mint).



The World in 2050 in the 1.5°C (Decarbonization Measures Adopted) Scenario



Information disclosure based on TNFD recommendations

- The Lion Group's Response to the TNFD
- Initiatives to Address Core Elements of the TNFD Recommendations
- Dependence and Impact of Business on Nature
- Summary of Scenario Analysis Results

The Lion Group's Response to the TNFD

The Lion Group, in accordance with the Biodiversity Policy and following the framework of the TNFD recommendations, has analyzed its dependence and impact on nature as well as nature-related risks and opportunities. We disclose our nature-related financial information, compiling the following results. (This page is an overview. The full version is available here (618KB)). The priority areas of analysis are as follows:

- Business: The entire value chain of the Oral Healthcare Business and Fabric Care Business (hereinafter collectively referred to as "material businesses").
- Regions: Sourcing areas for mint oil and palm oil (United States, Indonesia, Malaysia).
- Period: Up to 2030 and beyond.

Initiatives to Address Core Elements of the TNFD Recommendations

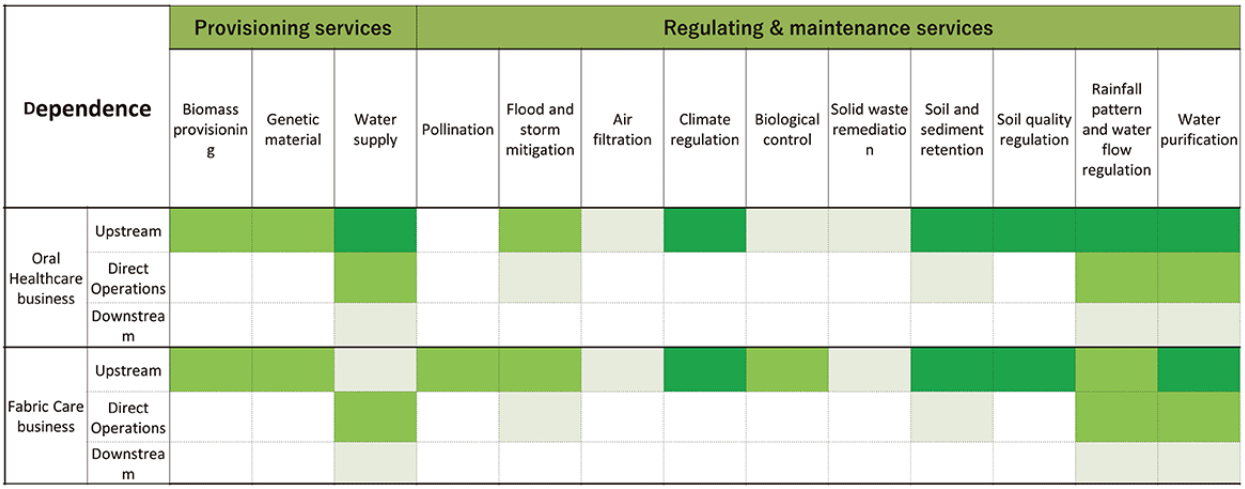
Core Elements of the TNFD's Recommended Nature Related Disclosures		The Lion Group's Initiatives
Governance	The organization's governance of dependencies, impacts, risks, and opportunities related to nature.	• Nature-related risks and opportunities are reported to the Sustainability Promotion Council (which meets twice a year) by its E Subcommittee and also reported, as needed, to the Executive Management Board, Executive Committee and Board of Directors. › For more details, click here
Strategy	The actual and potential impacts of nature-related dependencies, influences, risks, and opportunities on the organization's businesses, strategies, and financial planning.	• Based on the TNFD recommendations, we identified priority areas using the LEAP approach in sectors with high dependency and impact on biodiversity, and conducted an analysis of risks and opportunities. Additionally, we conducted scenario analysis on the material businesses operations to evaluate the resilience of our strategy.
Risk Management	The processes used by the organization to identifies, assesses, prioritizes, and monitors nature-related dependencies, impacts, risks, and opportunities.	• The Lion Group has designated certain nature-related risks that have the potential to significantly impact the Group's businesses as "shared risks" to be managed Group-wide alongside countermeasures to such risks. E Subcommittee and Corporate Planning Department coordinate such management, working together to identify, assess and manage these risks.
Metrics and Targets	The metrics and targets used to assess and manage relevant nature-related dependencies, impacts, risks, and opportunities.	• We have set the Lion Group Sustainability Material Issues and objectives for 2030, including those for Building Responsible Supply Chain Management, Respecting Human Rights, and Promoting Environmental Initiatives for a Sustainable Planet.

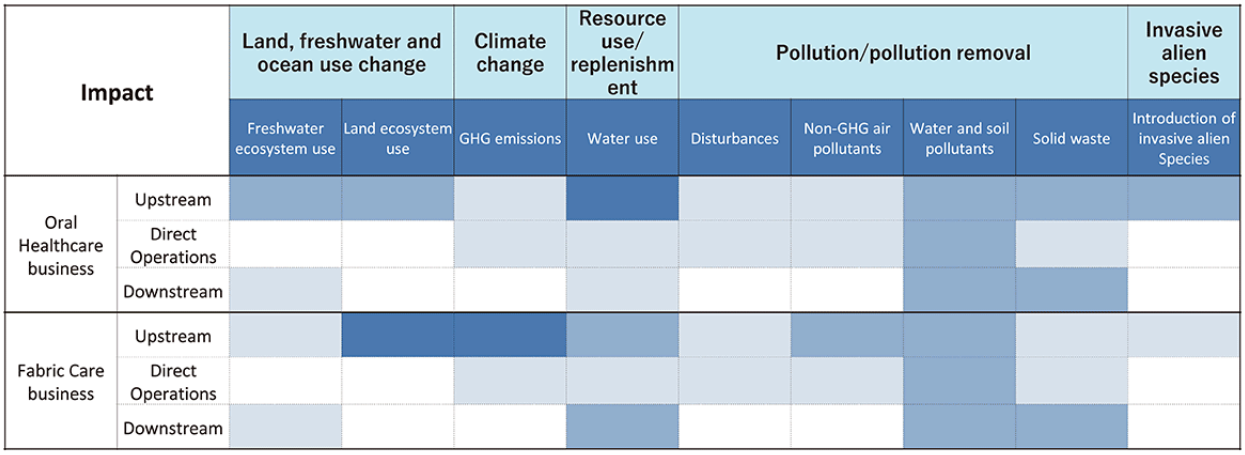
Dependence and Impact of Business on Nature (LEAP Analysis Results)

The following heat map qualitatively and relatively evaluates the degree of dependence and impact on nature in the direct operations and upstream and downstream value chain for each of the material businesses, based on the information recommended by TNFD's ENCORE and considering the characteristics of our business. (Dark green: high dependence ⇔ light green: low dependence, Dark blue: high impact ⇔ light blue: low impact)

Both businesses have a high degree of dependency and impact at upstream. The reasons for this are as follows.

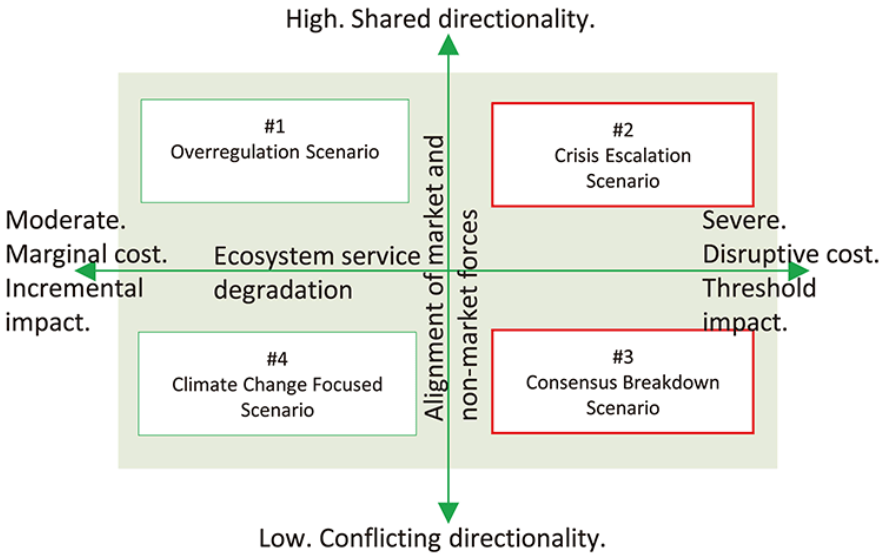
- Oral Healthcare business: Mint cultivation requires a significant amount of water and heavily depends on water supply services. It also relies on climate regulation that supports water supply, the provision of healthy soil to support growth. There also could be significant impacts on the surrounding ecosystem due to water usage.
- Fabric Care business: To cultivate oil palm that serves as the raw material for palm oil and ensure stable harvests, a stable climate and healthy soil are necessary. Land use changes due to plantations (destruction of forests and peatlands) have a significant impact on wild flora and fauna and also leads to greenhouse gas emissions and air pollution (haze).





Summary of Scenario Analysis Results

Focusing on areas covered by material businesses and envisioning the year 2030, we conducted scenario analysis by concentrating on the second and third quadrants* of the four quadrants created by combining the two axes recommended by TNFD: “Ecosystem service degradation” and “Alignment of market and non-market forces.” (given that over 70% of biodiversity has declined in the past half-century according to WWF, we believe that scenarios where ecosystem service degradation continues to worsen are of high priority for our group.)
The analysis was conducted in a workshop format that included procurement and technology development personnel. We identified changes in the business environment, the risks and opportunities arising from these changes, and the actions that should be taken in response. The summary of the scenario analysis results is as follows. (#3 scenario is recognized as being closest to the current situation and is listed at the top.)



＊ #2: In response to the severe degradation of biodiversity,the necessity of biodiversity conservation has become a common understanding across society as a whole, including both domestic and international governments and consumers.
#3:Biodiversity is deteriorating rapidly, yet the perspectives and regulations regarding biodiversity conservation vary significantly between countries, regions, and individuals.

Oral Healthcare business

	Risks	Opportunities	Existing measures for enhancing resilience	Challenges for further strengthening resilience
#3 scenario	• An increase in costs and a decrease in response speed regarding adapting to different regulations and ways of thinking.	• The cost increase is not as significant as #2, allowing resources to be allocated to product development and other areas.	• Building good relationships with mint oil suppliers. • Differentiation through sourcing certified mint oil and focusing on natural mint oil.	• Hiring local talent knowledgeable about the regulations and markets of each country and region.
#2 scenario	• An increase in the price of certified mint oil and rise in the cost of third-party certification. • An increase in operational costs for setting nature-related targets and complying with regulations. • An increase in investment costs for new technologies aimed at biodiversity conservation.	• We can appeal to consumers with sustainable mint and justify a price increase that reflects its value.		• Strengthening traceability in India (which has higher biodiversity and water risks compared to the United States) and supporting sustainable farming practices through the purchase of certified mint oil.

Fabric Care business

	Risks	Opportunities	Existing measures for enhancing resilience	Challenges for further strengthening resilience
#3 scenario	• An increase in the difficulty of procuring palm oil due to the degradation of biodiversity and the resulting limitations on the expansion of production areas, as well as the intensifying competition with the food industry due to the increasing global population. • An increase in the difficulty of sourcing low-risk, high-quality palm oil, lead by major companies' procurement efforts based on their own standards and the enclosure of palm plantations. • A deterioration in profits due to the cost of certified palm oil exceeding price adjustments. • A further increase in demand for traceability from the EU market. A decline in evaluation from stakeholders could occur if our response fails to meet these demands. • A slowdown in the pace of technological development.	• If raw materials produced from CO2 can be utilized as alternatives to palm oil, the product can be promoted as beneficial for both climate change and biodiversity. • A technological and business innovation that sets itself apart from the conventional by not relying on water or oil.	• Switch to RSPO Certified Oil. • Understanding the location information of palm procurement sources (at the mill level). • Investment in companies developing palm oil alternatives.	• Creating concepts that are chosen even at high prices and strengthening communication with consumers. • Collection of biodiversity-related information and agile management decision-making.
#2 scenario	• A deterioration of profits due to the continued increase in procurement and internal costs surpassing the price adjustment in response to sustainability-related costs. • An increase in demand for forest restoration and other requirements. A decline in stakeholder evaluation if our response does not meet this demand. • An intensification in the competition to develop palm oil alternatives. An increasing necessity for swift management decisions regarding investments.	• Regarding sustainability initiatives, it is possible to increase prices in line with the added value.		

Creating Healthy Living Habits

Basic Approach Promotion Policy 2030 Objectives & Progress Initiatives Content

Basic Approach

Since its establishment as a maker of soap and toothpaste, Lion has strived to adhere to its founding spirit of “benefitting society though business activities” by helping consumers cultivate better living habits to support their Mentaland physical healthcare.

As a provider of daily necessities and services, the Lion Group believes that the starting point for both social and economic value creation is the establishment of healthy living habits, such as brushing one’s teeth and washing one’s hands. Therefore, the Group goes beyond the simple provision of products and services; it continuously disseminates information and conducts awareness campaigns based on consumer behavior and scientific evidence to support the development of healthy living habits.

Promotion Policy

Based on the our purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” our aim is to provide 1 billion people in the areas we serve with products, services, and information that help foster healthy living habits by 2030 (500 million in oral healthcare / 500 million in cleanliness and hygiene). Through our efforts to foster healthy living habits through oral healthcare and hygiene practices to 1 billion people, we seek to contribute to the everyday lives of as many people as possible.

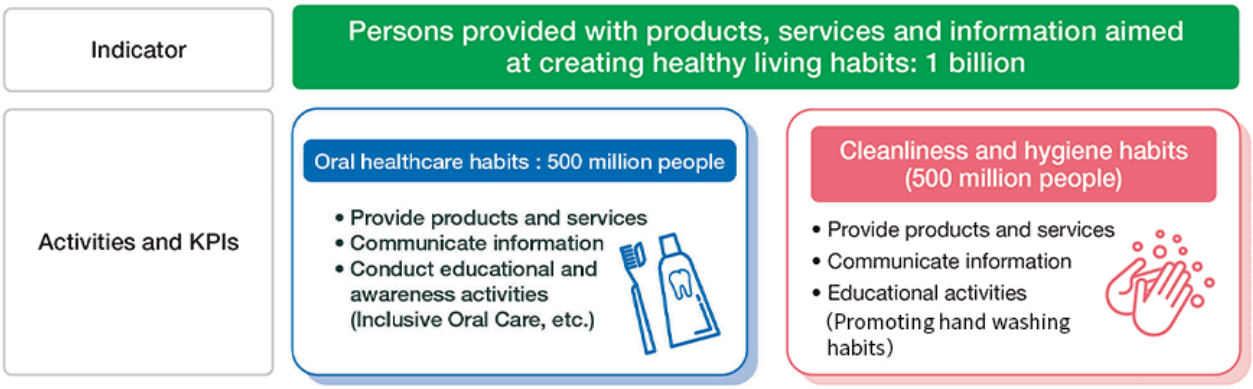
Oral Healthcare Habits

As part of the Lion Group’s efforts to improve oral health—a key factor in extending healthy life expectancy—we have been working to establish toothbrushing habits to prevent caries and periodontal disease.
Ahead of 2030, we aim to increase business opportunities through the provision of products and services that leverage digital technologies and by helping to close gaps in access to oral healthcare. At the same time, we strive to create positive preventive dentistry habits tailored to people’s various stages of life, lifestyles and health conditions.

Cleanliness and Hygiene Habits

In addition to providing hand soaps and sanitizers that can be used in a variety of settings, the Lion Group has been conducting educational and awareness activities at preschools, kindergartens and elementary schools to promote the prevention of infection through hand cleanliness and hygiene.

We provide products and conduct awareness activities tailored to cleanliness and hygiene issues specific to each area across Asia, including Japan.
In particular, we are expanding our educational and awareness activities in Southeast and South Asia to include food safety and provide hygiene-related products and services.



The Lion Group's initiatives leading up to 2030

In promoting these activities, we will stay attuned to the realities of people's lives while collaborating with a diverse range of partners—including local governments, schools, and other companies and municipalities—to expand our efforts not only in Japan but throughout Asia.

2030 Objectives & Progress

Objectives	Indicators (2030)	Progress (2025 Results)
Provide opportunities for everyone to practice oral healthcare whenever necessary and foster oral healthcare habits to promote health for all.	• Total number of persons provided with products, services and information aimed at creating healthy living habits ⇒ 1 billion (Oral healthcare habits: 500 million people, Cleanliness and hygiene habits: 500 million people)	**Oral healthcare habits: 400 million people*** * Source: Lion survey
Promote the establishment of cleanliness and hygiene habits that prevent bacteria and viruses from entering the body across all aspects of daily living, so that everyone can stay healthy.		**Cleanliness and hygiene habits: 320 million people*** * Based on 2024 performance, a new calculation method was adopted, expanding the scope of activities to include personal and food safety, in light of business conditions in Asia.

› Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

Initiatives



Initiatives to Establish Oral Healthcare Habits



Initiatives to Establish Cleanliness and Hygiene Habits

Content





Content for Promoting Oral Health Care Habits

- Creating Preventive Dentistry Habits with fun
- Oral Healthcare for Junior and senior high school students
- Oral Healthcare During Disasters and Emergencies
- Useful Information (Oral Healthcare)





Content for Promoting Cleanliness and Hygiene Habits

- Creating Proper Hand-washing Habits with fun
- Hygiene and Health Care in Times of Disaster
- Hand Hygiene Management for Professionals
- Useful Information (Cleanliness and Hygiene)

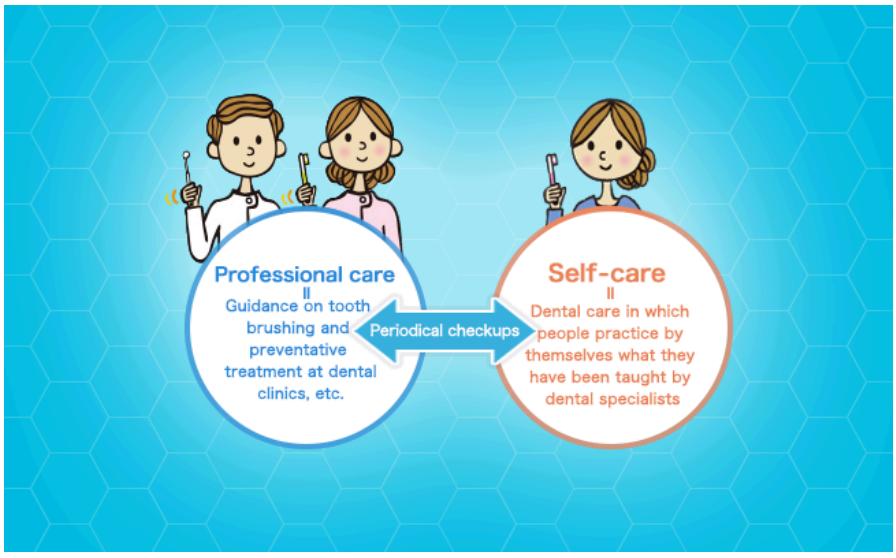
Initiatives to Establish Oral Healthcare Habits

- Preventive Dentistry
- Educational Activities to Promote Oral Healthcare at Specific Life Stages
- Inclusive Oral Care
- Developing Oral Healthcare Leaders
- Corporate Wellbeing Support Service
- Research and Academic (Preventive Dentistry Research)

Preventive Dentistry

The Significance and Objectives of Preventive Dentistry

Preventive oral care requires a mindset that prioritizes prevention over waiting for cavities to form before acting. Proactive oral healthcare necessitates building habits, including carrying out daily self-care based on the guidance of dentists and dental hygienists and regularly visiting the dentist for professional care. The Lion Group offers a variety of products and services that support both preventive dentistry habits that suit individual lifestyles and healthy minds and bodies. Furthermore, we are facilitating activities that expand these preventive dentistry habits to all of Asia by coordinating with government administrations, dentistry experts and partner corporations. We seek to contribute to improving people's health by offering opportunities for preventive dentistry at any time to any who need it throughout their lives.



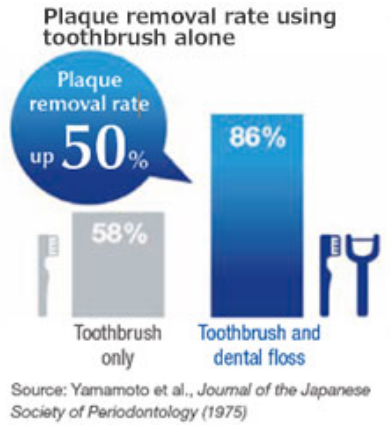
Self-Care (Self-Implemented Preventive Dentistry)

Even if you take care to brush your teeth carefully, without the proper knowledge and techniques, you can still end up leaving plaque behind. Establishing daily self-care habits in line with the principles of preventive dentistry is key to effectively managing and maintaining oral health.
The Lion Group is implementing a range of initiatives to promote brushing techniques that effectively remove plaque along with new habits that help foster awareness of preventive dentistry based on an understanding of one's own oral condition.

Removing Plaque with Dental Floss

We promote initiatives to communicate the necessity and benefits of preventive dentistry. One of the key points of effective oral self-care is to completely remove all dental plaque. Only about 60% of the plaque that forms between the teeth can be removed using a toothbrush alone. The combination of toothbrush and dental floss, however, improves plaque removal by 50%.

Lion promotes the combined use of toothbrushes and dental floss. In addition to providing products for children old enough to floss (those in elementary school and above) and other consumers who may not be used to using dental floss, Lion carries out activities to promote the necessity of using dental floss and correct flossing techniques.*







* Lion holds the Oral Health Event of Tooth Brushing for Children every year to provide a fun opportunity for elementary school students to learn how to use dental floss and brushing techniques suited to the arrangement of their own teeth.
Going forward, by helping improve the lifestyles of our consumers, we will foster the awareness that health is related to one's own actions and to spread understanding of the importance of maintaining desirable habits.

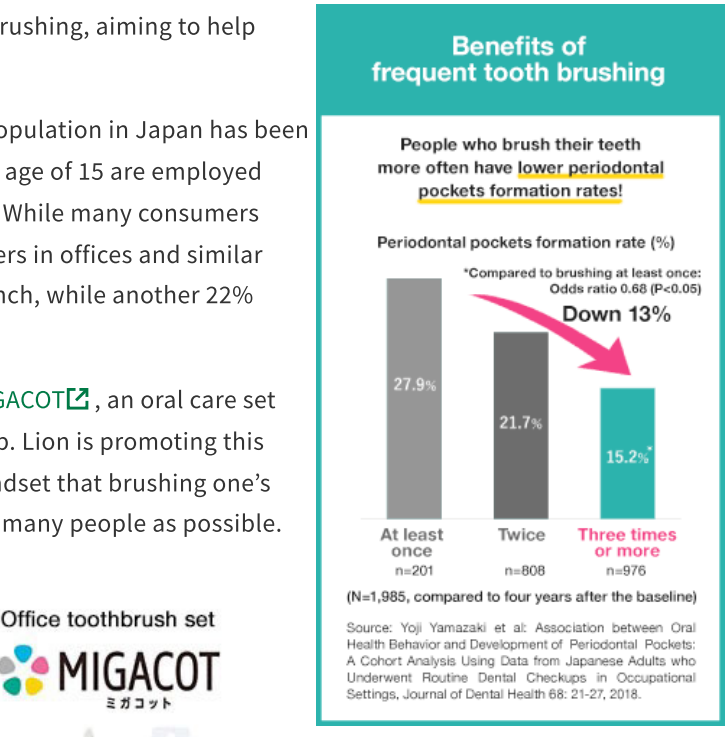
CLINICA ADVANTAGE Dental Floss

Promotion of After-Lunch Toothbrushing (Brushing Three Times a Day)

Lion is advancing initiatives to promote after-lunch tooth brushing, aiming to help establish the habit of brushing three times a day.

With more women entering the workforce, the employed population in Japan has been steadily rising. Today, approximately 60% of those over the age of 15 are employed (Fiscal 2018 Labour Force Survey, Japan Statistics Bureau). While many consumers spend their afternoons in the workplace, only 40% of workers in offices and similar environments report regularly brushing their teeth after lunch, while another 22% report wanting to but not actually doing so (Lion survey).

To address the needs of working people, Lion launched MIGACOT, an oral care set designed for tooth brushing at the office that includes a cup. Lion is promoting this product along with educational activities to spread the mindset that brushing one's teeth after lunch is a normal part of the workday among as many people as possible.







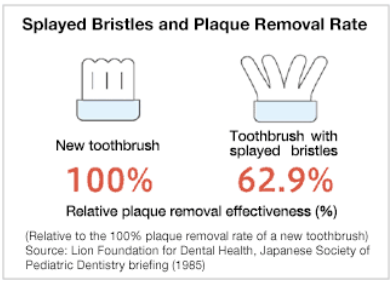
Replacing Toothbrushes Monthly

Over time, regular use of a toothbrush causes the bristles to splay apart, reducing the brushing efficacy. According to a Lion survey, only about 40% of consumers replace their toothbrushes every month.* Those that do not give such reasons as “It’s wasteful to throw it out,” and “I wasn’t aware that the brushing effectiveness diminishes.”

* Although the exact timing may vary by individual, we generally recommend replacing your toothbrush every month.



In February 2018, we designated the 8th of every month Toothbrush Replacement Day* and started calling for monthly toothbrush replacement. To expand this program, we are collaborating with business partners by developing in-store point-of-purchase displays to remind consumers to replace their toothbrushes on the 8th of every month and creating posters promoting periodic toothbrush replacement for use in dental clinics.
Lion will continue these activities to promote toothbrush replacement with our business partners and dental clinics so that monthly toothbrush replacement becomes a regular habit.



* This day was registered and certified by the Japan Anniversary Association on December 27, 2017, and has been established as a new annual event.

> News release: New Habit! Start Your Own Personalized “My Brush Day” on the First Day of the Month! [Japanese]

We are actively promoting the recycling of used toothbrushes, through which we aim to foster healthy habits among consumers while also reducing our environmental impact.



Toothbrush Recycling [Japanese]

Professional Care (Preventive Dentistry Implemented by Dentistry Specialists)

Each individual’s tooth alignment and other aspects of oral condition are unique. Receiving professional care from dentists or dental hygienists is crucial—not just to treat dental problems, but to prevent issues like cavities and gum disease before they arise. Such care includes fluoride treatments and instruction on brushing methods suited for one’s own oral condition. In addition, it is best to get regular checkups at a dental clinic two to three times per year to check on the state of your oral condition, including the health of the teeth and gums. Lion promotes the habit of receiving regular professional care.

Salivary Multi Test (SMT)

SMT is a five-minute testing system that can measure the levels of six analytes related to dental and oral health (cariogenic bacteria, acidity, buffer capacity, leucocytes, proteins and ammonia) in saliva collected by rinsing the mouth with 3 ml of distilled water. This allows dentists or dental hygienists to provide immediate feedback to their patients as part of a dental checkup. Knowing objectively the conditions inside their mouths helps motivate patients to engage in preventive dentistry and raise their infection prevention awareness while aiding in the establishment of good healthcare habits.



Collecting a saliva sample



Drops of the rinse sample are applied to the test paper and measured



Test system result sheet

Supporting the Implementation of Preventive Dentistry at Dental Clinics: L-Support

Lion Dental Products perates L-Support, a program to support the implementation of preventive dentistry at dental clinics. The L-Support program provides information and services useful for regular patient care to registered clinics so that they can effectively focus on preventive dentistry. The program offers seminars, video content and a dedicated website for dentistry professionals, providing many different materials to support them in gaining a broad range of preventive dentistry knowledge, including about oral healthcare products for dental clinics, as well as in improving their skills.



A preventive dentistry seminar



Using video content

Lion Dental Products Co., Ltd.[Japanese]

Educational Activities to Promote Oral Healthcare

Educational Activities to Promote Oral Healthcare at Specific Life Stages

Daily oral healthcare is an important habit that affects lifelong health. Forming oral healthcare habits from a young age is crucial. Lion believes that practicing self-care at all life stages is important. In order to firmly establish oral healthcare habits appropriate to the needs of specific life stages, Lion is advancing initiatives in cooperation with external organizations, including government bodies, schools, hospitals and dental clinics. In addition, Lion supports the oral healthcare promotion activities of The Lion Foundation for Dental Health (LDH).*

* Established in 1964, LDH changed its status to a public interest incorporated foundation in 2010. Lion fully supports LDH's activities to promote oral healthcare awareness and education. LDH coordinates with the Japan Dental Association, universities, governmental bodies and other partners to help maintain and improve the dental and oral health of consumers through its three projects. By doing so, LDH stays at the forefront of oral health, contributing to society by helping to improve the quality of life of all people.

The Three Projects of LDH

Infancy

Promoting Preventive Dentistry from Age 0

Lion aims to help establish preventive dentistry habits from as early in a child's life as possible. To this end, in terms of product development, we are enhancing our *CLINICA Kid's* series, which enables preventive dentistry from age 0. Samples of *CLINICA Kid's Gel Toothpaste* are offered at 18-month checkups. We believe that time spent on parent-assisted brushing is a valuable opportunity for deepening parent-child bonds. Therefore, in terms of making this information more prevalent, we are providing information through the website "HA!HA!HA! Park," which encourages preventive dentistry efforts for children.

Elementary School Students

The Oral Health Event of Tooth Brushing for Children—

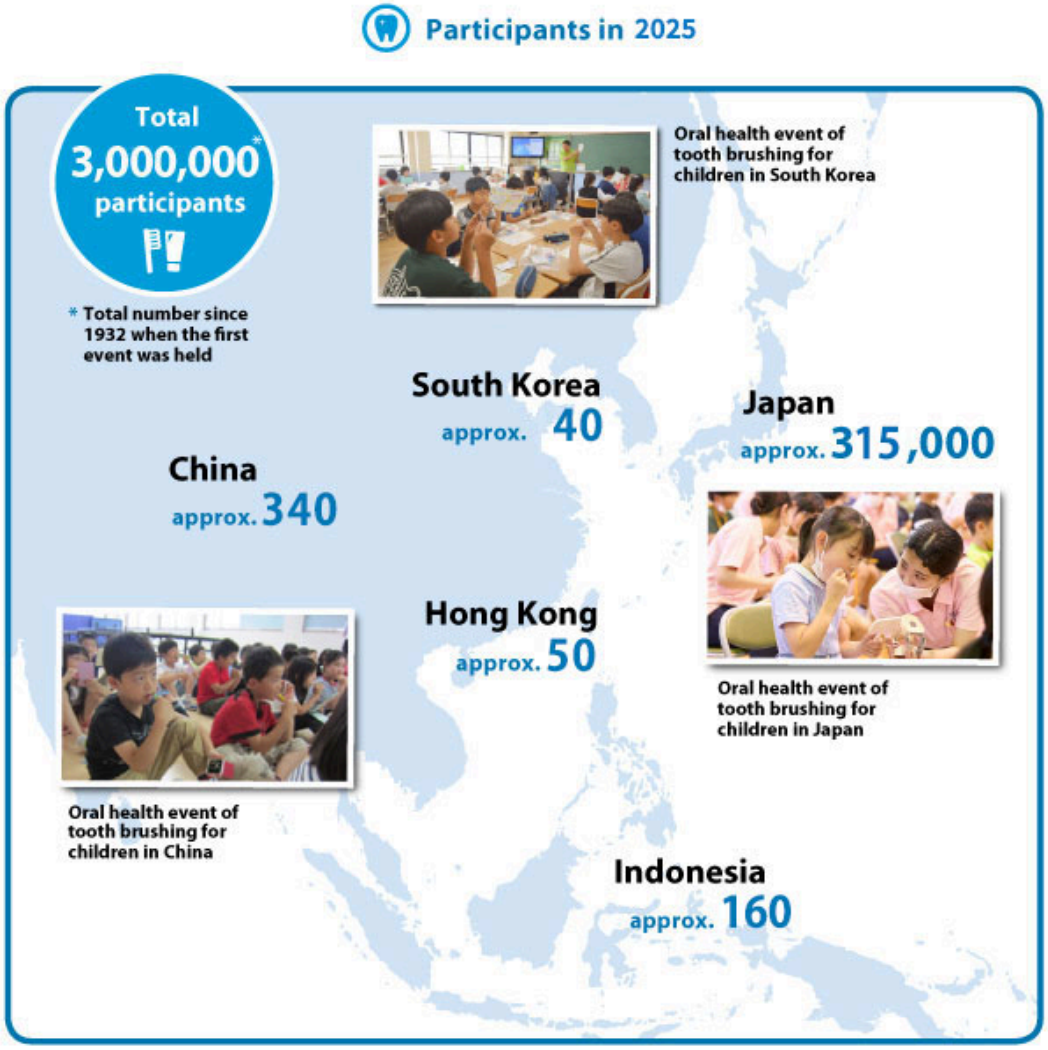
The Lion Group places emphasis on fostering children's awareness of dental and oral health in order to help them stay healthy for a lifetime. Aiming to teach correct oral care and proper toothbrushing techniques to elementary school students, the Oral Health Event of Tooth Brushing for Children has been held in Japan since 1932. In recent years, the reach of the event has been expanded primarily in countries throughout Asia, and it is held during Dental/Oral Health Week (June 4th to 10th).

For the 82nd edition held in 2025, 5,738 schools and approximately 315,000 elementary school students participated in the event, with participating schools setting the date of the event and viewing an approximately 40-minute long educational video on the event either on DVD or via YouTube. The theme of the 82nd edition of the event was "Brush Up Your Teeth and Yourself." Prepared with editorial supervision from Toshikazu Yasui of Meikai University, the program focused on the gums and included learning about individual oral conditions and using dental floss. In addition to promoting an understanding of preventive dentistry, the program teaches students about the importance of consistency through oral care, a central part of healthy living habits.

Cumulative participants: 3 million







KidZania

Lion has been providing dental clinic-themed pavilions at KidZania Tokyo since 2006, at KidZania Koshien since 2009 and at KidZania Fukuoka since 2022. These pavilions have been popular with kids, particularly the “Dentist” and “Dental Hygienist” experiences, which allow them to get a feel for what it is like to work in these jobs.

At the pavilions, kids first undergo “training” as dentists or dental hygienists, learning about the importance of teeth and taking care of their own oral health and hygiene. They then use tools that are nearly identical to the real things, including polishers and dental vacuums, to treat cavities and apply fluoride treatments to patients (training mannequins used in dentistry schools) in the dentist’s chair. For completing their work, they receive a salary paid in the official currency of KidZania, usable at other pavilions.

After their work experience, kids have commented that “treating cavities seemed really difficult,” that they “learned the proper way to brush teeth” and that they were “happy to protect teeth by getting rid of plaque.” The dental clinic pavilions thus appear to be effective in communicating the importance of cavity prevention and oral health.



The Dental Clinic pavilion at KidZania Tokyo



Kids treating a patient with a cavity



The Dental Clinic pavilion at KidZania Koshien



Kids undergoing training



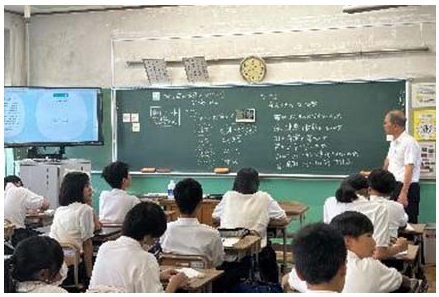
The Dental Clinic pavilion at KidZania Fukuoka



Kids learn how to hold and use dental tools

Initiatives for Children

In addition to the Oral Health Event of Tooth Brushing for Children, the Group conducts oral healthcare activities at such educational institutions as kindergartens, nursery schools, and junior and senior high schools in various countries, mainly in Asia, to teach children proper tooth brushing techniques in a fun and enjoyable way. Through our tooth brushing instruction, children learn the importance of brushing their teeth. These initiatives are conducted in cooperation with dentists, dental hygienists, teachers and staff as well as national governments, administrative agencies and external partners.



Japan



Korea



China



Thailand



Malaysia



Indonesia

Initiatives for Adults

The Group works not only with children but also with governments, dental professionals and partner companies to encourage preventive dental habits among all people throughout Asia, including pregnant mothers, the elderly, office workers and patients at dental clinics. We also participate in disaster prevention events in various regions to promote oral healthcare in times of disaster, when hygiene risks are higher. In Japan, we have published a booklet on everyday preparedness, etc., and provide information on cleanliness and healthcare during disasters, as well as participate in disaster prevention events in various regions to spread the word.



China



Indonesia



Thailand



Singapore



Malaysia

Inclusive Oral Care

Brushing one's teeth is an extremely important habit that enhances and nurtures a person's innate power to live healthily. However, due to various life circumstances, including physical, economic, educational, and knowledge factors, disparities arise in the implementation of oral healthcare, leaving some unable to adequately care for their teeth and mouths. Lion considers the elimination of such disparities to be important and is promoting the Okuchikarada Project as part of our Inclusive Oral Care initiative.

This project specifically focuses on regional disparities in children’s tooth decay rates as well as low self-esteem. Through practical inclusive oral care initiatives, it aims to simultaneously help children establish good oral healthcare habits and boost their self-esteem.

Since its launch in 2021, Lion, in collaboration with such stakeholders as the certified NPO Nationwide Children's Cafeteria Support Center Musubie and local organizations that operate children's cafeterias and community spaces for children, has planned and presented hands-on programs for children focused on dental and oral health.

These hands-on programs are designed to foster life skills through enjoyable play, positive reinforcement, and social interaction, as positive experiences serve as catalysts for creating healthy habits and boosting self-esteem.

In 2022, we collaborated with industry, government, and academia to evaluate the program's effectiveness in Okinawa Prefecture, where both the prevalence of childhood tooth decay and low self-esteem among children are major concerns. Our findings suggest that hands-on learning helps foster good oral hygiene habits and boosts self-esteem.



Dental and Oral Health Program



Dental plaque buildup before and after the experiential program
(The dyed areas indicate plaque buildup.)

Starting in 2024, we expanded our initiatives beyond simply providing hands-on educational programs through partnerships with food-related companies. Through collaboration with retail partners—such as drugstores—that serve as points of contact with customers, we have launched the “Decorate Your Toothbrush” craft workshop as an in-store event. Partnering with diverse stakeholders, including companies from other industries, and retailers, we aim to broaden access to experience-based learning for children and help local residents create healthy habits.

Furthermore, executives and employees alike participate in this project as part of a hands-on sustainability training program, and through outreach activities at children’s cafeterias and other initiatives, we are fostering sustainability awareness among every single employee.



A hands-on educational program conducted in collaboration with food-related companies



Collaborative event with a retailer



Educational and awareness activities at children’s cafeterias are an opportunity for employee training

Building on these efforts, we signed a comprehensive partnership agreement regarding diverse experiences for children with Okinawa Prefecture in 2026. With the goal of realizing Okinawa Prefecture’s vision of a “child-centered society,” we are promoting initiatives that ensure no one is left behind, aiming to foster life skills and instill good habits in children through the hands-on learning opportunities created by both parties.



The agreement signing ceremony
(Right) Denny Tamaki, Governor of Okinawa Prefecture
(Left) Akihiko Takeo, Executive Officer, Lion Corporation



Inclusive Oral Care [Japanese]

Developing Oral Healthcare Leaders

Lion seeks to promote preventive dentistry practices that consumers can perform themselves. To this end, in communities with which we have formed partnerships, we hold oral healthcare leader development lectures to empower local governments, teaching them how they, as oral healthcare leaders, can provide residents with tooth brushing information and practical techniques that can be beneficial to overall health. We are currently carrying out these activities in the cities of Ishinomaki in Miyagi Prefecture, Sakaide in Kagawa Prefecture and Taito Ward in Tokyo.

> Ishinomaki

> Sakaide[Japanese]



Dental Health Guidance for Infants and Toddlers seminar (for staff at nursery schools and similar facilities) on January 16, 2026, in Taito Ward

Corporate Wellbeing Support Service

Lion offers oral care seminars and five-minute saliva tests for corporate employees and municipal employees to ascertain their oral condition. We strive to promote oral healthcare by helping people develop healthy habits starting with the mouth.



Corporate Wellbeing Support Service [Japanese]

Research and Academic (Preventive Dentistry Research)

Partnerships in Industry and Academia

Our society and ways of living are changing rapidly as we face such increasingly serious social issues as low birth rates, an aging population, declining population and the depletion of resources on the one hand and dramatic technological progress in such areas as AI and IoT on the other. In order to keep up with these changes and continue supporting the public's health, Lion is focusing on not just providing goods but offering new value to our customers. Open innovation through partnerships with external organizations, such as government agencies and other companies, is key to this endeavor.

In the oral healthcare field, we are investigating the status of dental alignment in elementary school students in cooperation with Kuroishi City in Aomori Prefecture and Hirosaki University, a Designated National University, to confirm the relationship between dental alignment and living habits. In addition, in collaboration with Hitachi Ltd., Hitachi Health Center and IBM Japan Health Insurance Association, Lion has confirmed the benefits of dental health checkups in the workplace, as well as obtained useful data that will lead to healthier employees. By acquiring and disseminating this new information and utilizing it in the development of products and services, we are able to derive value for the creation of healthier living habits.

The Lion Award

Lion established the Lion Award in 2001 to support the activities of academic associations and the development of young researchers. The prize is awarded via the International Association for Dental Research, the world's largest dental research association, the Asian Academy of Preventive Dentistry, a dental research association in Asia, as well as the Japanese Society of Pediatric Dentistry, Japanese Society for Oral Health, Japanese Society of Gerodontology, Japanese Association for Oral Biology and Japanese Society of Periodontology.
Trophy plaques and cash prizes are awarded to researchers to commend outstanding and creative research.



The Lion Award [Japanese]

Content for Promoting Oral Healthcare Habits

- Creating Preventive Dentistry Habits with fun
- Oral Healthcare for Junior and senior high school students
- Oral Healthcare During Disasters and Emergencies
- Useful Information (Oral Healthcare)

Creating Preventive Dentistry Habits with fun

Tooth Brushing Song, Videos and Posters to Foster Self-Care in Children

In order to help children—primarily elementary school students—have fun while learning how to take care of their own oral health through self-care, Lion has created an original tooth brushing song along with videos featuring the song as well as posters with the brushing steps. One of the videos is instructional and teaches children the proper brushing method and steps, and another is a fun animated version for children to watch once they have learned how to brush. We also provide a poster that clearly illustrates the order of brushing at a glance. By using this poster in conjunction with the videos, we help children take charge of their own daily brushing routine and develop habits that prevent cavities.





Art: Yoshitaka Yamada
(Yoshida Yamada)



Character design: Yoshitaka Yamada
(Yoshida Yamada)

Video (instructional version) [Japanese]

A dental hygienist teaches key points and demonstrates the brushing steps while following along with the song.

Recommended for children who are still learning how to brush.

Tooth Brushing Song

› Download the lyrics [Japanese]

Video (animated version)

This animated video is designed to help children enjoy forming tooth brushing habits.

Recommended for children who have already learned how to brush.

Tooth Brushing Steps Poster

Children can check the steps and key points of tooth brushing following along with the lyrics on the poster.

Download

› A1 version [Japanese]

› A3 version [Japanese]

Developing New Preventive Dental Habits via Digital Technology

Children's Development Support Service *Okuchi-iku*

Since April 2023, we have been running the *Okuchi-iku* oral care program via a dedicated e-commerce site. The site, *Okuchi-iku Kamotto!* is designed for children experiencing the transition to adult teeth, a period when establishing a good foundation for straight teeth is important. This three-item set includes gummies for fun daily consumption to develop chewing strength, chewing gum for monthly use to check chewing strength, and an AI app to check teeth alignment via the *Okuchi-iku* members website. Providing this content helps support our ongoing efforts.



Gum Health Assessment Tool *HAGUKI CHECKER*

Aiming to increase awareness of preventive dentistry, in 2019, we launched *HAGUKI CHECKER*,[*1] an online tool that checks the state of users' teeth and gums. Users simply use a smartphone or other device to take photos of the inside of their mouths, including the teeth and gums, and upload them to *HAGUKI CHECKER*. The online service then uses AI to identify individual teeth and check the state of the gums around each tooth (receding, dullness, swelling). Since its launch, approximately 81,110 people[*2] have used the service.

By helping consumers see and understand their own oral environments, *HAGUKI CHECKER* sparks greater interest in the state of their gums. Periodic use over time can help consumers see the effects of changes in their oral healthcare habits by for example, making changes to their gums more readily apparent.

*1 Developed based on Lion's data and expertise, and created using the AI image analysis technology of Automagi Inc. and the service development technology of MTI Ltd.

*2 Figure for July 22, 2019 to December 31, 2025

Items Checked

HAGUKI CHECKER provides an analysis of the state of the user's gums around each tooth, evaluating the following three factors on a three-point scale.

- Gum recession
- Gum dullnes
- Gum fullness

The service also provides information about self-care methods, oral healthcare products and other aspects of oral healthcare in line with the analysis results.



歯1本ごとの
歯ぐきのチェック結果

HAGUKI CHECKER[Japanese]

Oral Healthcare for Junior and senior high school students

Providing educational content on developing oral healthcare habits

Lion has created Start in Your Teens! Oral Health Habits: Oral Care for a 100-Year Lifespan, a teaching resource for junior and senior high school students that instructors can employ to help students develop good oral health habits. Broken down by age, the percentage of people with cavities* peaks at 46.03% among 8-year-old elementary school students, declines, and then rises again among 13-year-old junior high school students before reaching 44.52% among 17-year-olds. This teaching resource was created with the aspiration that students will learn to maintain good oral healthcare habits such as tooth brushing and interdental cleaning even as their school days grow ever busier and filled with studying and club activities as they advance through junior and senior high school.

This teaching resource is designed to make it easier for instructors at junior and senior high schools to take the initiative in communicating the importance of oral healthcare and practical methods to their students.

* Source: Ministry of Education, Culture, Sports, Science and Technology, “School Health Statistics Survey for Fiscal Year 2021”



•Download link

https://reg18.smp.ne.jp/regist/is?SMPFORM=obnj-matekj-5d6245256e447f8f5718985ef0738b28 [Japanese]

The booklet, mainly targeting junior and senior high school students, includes questions that can be used in class, a history of oral care, and guidance on introducing new habits. Reference materials, worksheets and lesson plans, etc., are also available for instructors’ additional use. Five types of materials are available free of charge: educational materials, a collection of materials for instructors, a toothbrushing calendar, lesson plans, and lesson support materials (with dialogues).
Click on the download link above and follow the instructions to obtain the materials.

* Applications are limited to school officials. (Only Japanese)

Oral Healthcare During Disasters and Emergencies

During disasters, health risks—such as those associated with living in evacuation shelters and water shortages—increase, making it crucial to maintain personal hygiene and monitor your health. Oral health, in particular, impacts overall health; inadequate oral care not only leads to dental problems like cavities and gum disease but also increases the risk of infections and other illnesses. Older adults, in particular, need to pay special attention to oral hygiene, as an increase in oral bacteria can lead to aspiration pneumonia.

Within this context, Lion conducts awareness campaigns designed to promote the adoption of disaster preparedness and emergency living habits as part of everyday life.

In our book, “Hygiene and Health Care in Times of Disaster,” we provide practical information on oral healthcare during disasters when water is scarce, as well as precautions for living in evacuation shelters. Beyond this, we participate in disaster preparedness events across the country to raise public awareness. We also distribute Disaster Hygiene and Health Kits designed to be included in emergency evacuation bags and encourage people to keep toothbrushes and other essentials on hand in case of an emergency.

> Click here for information on hygiene and healthcare during disasters



The “Hygiene and Health Care in Times of Disaster” book



Disaster prevention awareness event at the Taito Ward Disaster Prevention Fair

Useful Information (Oral Healthcare)

- Dental Health Basics [Japanese]
- Let's put it into practice! Preventive Dentistry [Japanese]
- Dental and Oral Health (Lidea) [Japanese]
- HA!HA!HA!Park (Preventive Dentistry from age 0) [Japanese]
- Mama, you know what? (Information site for childcare and baby teeth) [Japanese]
- Hamiga Kids (Tooth brushing research site for elementary school students for healthy teeth) [Japanese]

> Advertisement for “Oral Health Care” in Times of Disaster (Appeared in the morning edition of the Yomiuri Shimbun National Edition on March 11, 2021) {PDF:997KB} [Japanese]

Initiatives to Establish Cleanliness and Hygiene Habits

- Educational Activities to Promote Cleanliness and Hygiene
- *KireiKirei* My Bottle Campaign
- Student Handwashing Meister System
- AI/IoT Cleanliness and Hygiene Initiatives

Educational Activities to Promote Cleanliness and Hygiene

The Lion Group provides stable supplies of the hand soaps and sanitizers that are used in a variety of settings in addition to conducting educational programs in Japan and across Asia mainly to promote the prevention of infection in the home and its transmission among family members.
We carry out these activities under the *KireiKirei* banner, seeking to go to where consumers live by partnering with local communities, including government bodies and schools, to advance employee-led activities together.

Initiatives at Educational Institutions

As part of its efforts to promote cleanliness and hygiene habits, the Group conducts activities at nursery schools, kindergartens and elementary schools to instill and establish handwashing habits. We incorporate handwashing exercises, storytelling and other activities to help children learn the importance of making handwashing a habit as well as how to wash their hands in a fun way.



Japan



Korea



Taiwan



Thailand



Malaysia

Food and Disaster Preparedness Initiatives

In addition to educational institutions for children, the Group collaborates with governments, municipalities and partner companies to promote cleanliness and hygiene in public facilities and outside the home (e.g., restaurants, hotels, etc.). Across Asia, we also work to ensure that basic hygiene and sanitation practices are firmly rooted in the lives of all people, including pregnant women, who face increased risks regarding hygiene, and especially in times of disaster. In Japan, Lion has published a pamphlet covering oral and hand hygiene and health care in times of disaster as well as ways of preparing for such situations. In addition to providing information about hygiene and health in times of disaster, Lion participates in disaster readiness and other events around Japan to promote awareness and good practices.



Japan



Korea



Malaysia

Cleanliness and hygiene care during disasters

Employee Participation Initiatives

Lion is helping increase awareness among employees through activities in coordination with retailers and by incorporating activities to promote proper handwashing habits at kindergartens and nursery schools into the training of junior employees.



Activities to promote proper handwashing habits in nursery schools (2024)



Handwashing instruction by a Hygiene Meister at an elementary school (2024)

In 2021, we expanded the scope of employees' activities to promote proper handwashing to include nursery schools, kindergartens and elementary schools.

These activities involved employees teaching classes, the theme of which was "learning proper handwashing to protect our health and the health of those we care about." In the classes, the employees worked to instill an understanding of handwashing and proper habits by encouraging the participating children to think about why handwashing is important and ways of protecting themselves from viruses and bacteria. To minimize the risk of infection during the COVID-19 pandemic, these classes were conducted as hybrid classes involving online and in-person elements, but since 2022 we have been shifting toward holding the events in person.



A school visit (2022)

From 2012 to 2025 around 2,000 employees participated in activities to promote good handwashing habits. Over this period, approximately 50,800 preschoolers, students and faculty took part in these activities.

Preschoolers, Students and Faculty Participating in Activities to Promote Proper Handwashing Habits

2021	2022	2023	2024	2025
Approx. 1,300	Approx. 2,360	Approx. 2,510	Approx. 2,690	Approx. 6,180

Initiatives with Local Communities

Building on the initiatives we launched with Ishinomaki City (Miyagi Prefecture) in the wake of the Great East Japan Earthquake, Lion continues to collaborate with local governments across the country to support efforts aimed at establishing good hygiene practices in schools and public facilities. Through on-site classes and events, we are working to foster an environment in which the entire community can learn and adopt proper hygiene habits.

We are promoting proper handwashing habits at kindergartens, nursery schools, elementary schools and public facilities, mainly in areas across Japan where Lion facilities are located as well as in Ishinomaki City, an area closely connected to our founder, and Sakaide City (Kagawa Prefecture), where *KireiKirei* Hand Soap is manufactured.

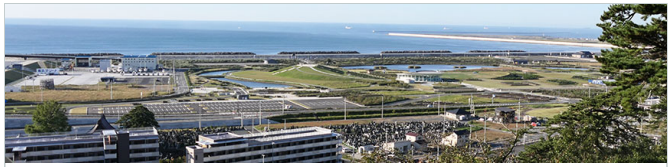
Specifically, we have been promoting proper handwashing habits at kindergartens and nursery schools in Ishinomaki City since 2012 as part of support for recovery from the Great East Japan Earthquake.





Activities to promote proper handwashing habits in Sakaide City

KireiKirei City-Sakaide Project [Japanese]



Lion's Initiatives to promote recovery from the Great East Japan Earthquake

Raising Awareness at Disaster Prevention Events

We also take part in disaster prevention events and drills organized by local governments across the country to raise awareness about the importance of personal hygiene during disasters. As proper hygiene management in evacuation shelters, including oral care and handwashing, helps prevent the spread of infectious diseases, this on-site information sharing helps enhance the community's disaster preparedness.



Taito-ku disaster preparedness fair

KireiKirei My Bottle Campaign

Originating in Japan, *KireiKirei* is sold in Northeast, Southeast and South Asia. Lion began marketing *KireiKirei* hand soaps overseas in 2005. Today, the brand is sold by Lion Corporation (Singapore) Pte Ltd, Lion Corporation (Thailand) Ltd., Southern Lion Sdn. Bhd., Lion Corporation (Korea), Lion Daily Necessities Chemicals (Qingdao) Co., Ltd., Lion Corporation (Hong Kong) Ltd. and Lion Home Products (Taiwan) Co., Ltd.

The Group not only provides products but also works to promote good hygiene practices with the aim of raising public awareness of cleanliness and hygiene.The *KireiKirei* brand which aims to realize a society full of human interaction by encouraging people to practice good hygiene habits for the sake of the people they care about, seeks to make everyday handwashing a more enjoyable habit through such activities as creating one-of-a-kind personalized *KireiKirei* hand soap bottles.

From 2022, in support of Global Handwashing Day* on October 15, we hosted the Global My Bottle Sticker Drawing Contest with the aim of establishing fun handwashing habits for the whole family. For the contest, children hand-drew designs for their own one-of-a-kind *KireiKirei* bottles. We received entries from children in Asia.



Entries for the *KireiKirei* Global My Bottle Sticker Drawing Contest

In 2025, we received 3,143 applications from seven countries and areas. We will continue to work together as a group to create cleanliness and hygiene habits.

* Established in 2008, the International Year of Sanitation, by international institutions, universities, companies and other actors working to address problems related to water and sanitation



KireiKirei supports Global Hand Washing Day: My Bottle Sticker Drawing Contest



The efforts of overseas groups

KireiKirei supports Global Hand Washing Day : My Bottle Sticker Drawing Contest

Student Handwashing Meister System

We launched the Student Handwashing Meister System, a public-private-academic partnership initiative targeting junior high, high school, and college students, aiming to establish a new framework in which the younger generation takes the lead in promoting proper hygiene habits throughout society.



The first student Handwashing Meister certification ceremony in Ishinomaki City (2025)

AI/IoT Cleanliness and Hygiene Initiatives

Joint initiative with KireiKirei and team Lab [Japanese]

KireiKirei × Sony ExploraScience joint workshop [Japanese]

Lion and Hakuhodo i-studio jointly develop IoT device KireiKirei Push Connection [Japanese]

Content for Promoting Cleanliness and Hygiene Habits

- Creating Proper Hand-washing Habits with fun
- Cleanliness and Hygiene Care in Times of Disaster
- Hand Hygiene Management for Professionals
- Useful Information (Cleanliness and Hygiene)

Creating Proper Hand-washing Habits with fun

Creating Cleanliness and Hygiene Habits (Proper Handwashing Techniques)

Since the 1890s, Lion has promoted a culture of cleaning, helping to make such hygienic habits as handwashing and disinfection more widespread throughout society. These habits are fundamental to everyday disease prevention and are essential practices for maintaining good mental and physical health.

Proper handwashing and maintaining a clean and hygienic environment are crucial to effectively reducing the risk of infection and disease. Through the provision of programs, visualization tools and support for cleanliness and hygiene management in educational institutions, local communities and workplaces, Lion encourages people of all ages to adopt good cleanliness and hygiene habits.

We also provide information on hygiene and healthcare practices and conduct outreach activities at disaster preparedness events to help people mitigate health risks associated with deteriorating sanitary conditions during disasters. Furthermore, by collaborating with educational institutions and local communities and providing hygiene management support to businesses, we remain committed to contributing to a broader understanding of hygiene across society through our business activities.

Click here for more details

- Proper Handwashing, Gargling and Sanitizing Techniques [Japanese]
- The Secrets of the Bacterial Barrier [Japanese]
- Bacteria Battle! Project [Japanese]
- “Let’s Wash Our Hands Like an Orangutan!” Exercise Dance





Cleanliness and Hygiene Care in Times of Disaster

In times of disaster, poor sanitation conditions—caused by living in evacuation shelters and water shortages—can increase the risk of infectious diseases and other health problems. We provide information and support to help people maintain cleanliness and protect their health as much as possible even under such circumstances. Our goal is to help as many people as possible prepare for disasters through everyday actions and to share practical hygiene tips that will help them in times of need.

“Hygiene and Health Care in Times of Disaster” Book

As part of our disaster preparedness efforts, we have published a book, “Hygiene and Health Care in Times of Disaster,” and a pamphlet, “Hygiene and Health Care in Times of Disaster,” that provide guidance on handwashing and personal hygiene. These resources are available for download online. These practical guides provide clear, step-by-step instructions on how to wash your hands when water is scarce, maintain oral and personal hygiene and reduce the risk of infection—all essential pieces of information for life in an evacuation shelter.



“Hygiene and Health Care in Times of Disaster” book



“Hygiene and Health Care in Times of Disaster” pamphlet

› The “Hygiene and Health Care in Times of Disaster” pamphlet and poster are available for download here (in English, Japanese)

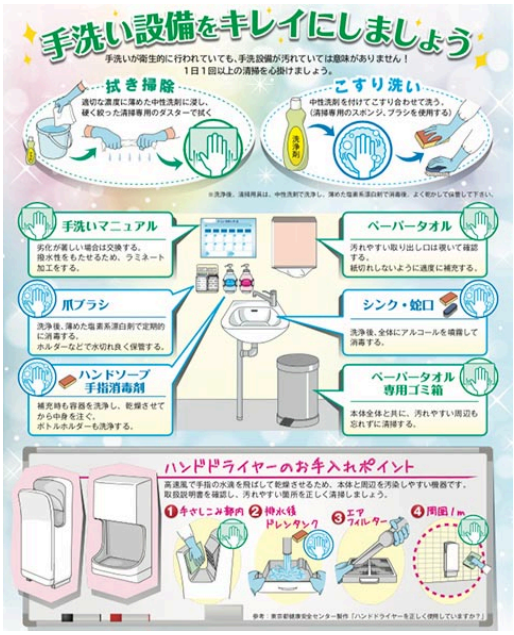
Hand Hygiene Management for Professionals

Professionals who handle food, be it in restaurants, hotels, food product factories or other industries, all want to provide the best service possible so that their customers will enjoy their food with peace of mind, have a good time and make great memories.
Lion Hygiene Co., Ltd., as a comprehensive hygiene management company, helps create clean, safe and hygienic environments through products, hygiene assessments and other forms of support based on scientific insights in order to help food service professionals make their vision a reality. In particular, the foundation of hygiene management for professionals who handle food is thorough handwashing. As part of support efforts, Lion Hygiene provides hygiene management information that is important for such professionals, including not only handwashing techniques, but key points about hand washing timing and facilities, among other topics, through “Hygiene Tayori” fliers issued four times a year.

“Hygiene Tayori” fliers offering hygiene management information



When to wash hands: handling food



Key points for handwashing facilities



Key points of hygienic handwashing



Infectious disease prevention: bathrooms

Supporting Hand Hygiene Management by Professionals (Lion Hygiene Co., Ltd.) [Japanese]

Useful Information (Cleanliness and Hygiene)

Academic Research on Cleanliness and Hygiene Initiatives

- News Release: Households without a family member contracting an infectious disease took greater precautions against infection at an earlier stage! Summary of the results of the Consumer Survey on Household Infection Control Measures for Infectious Diseases [Japanese]
- News Release: A simulation model that visualizes the risk of viral infection in a residence immediately after returning home was developed. [Japanese]
- News Release: Bacteria growth that finds its way to your hands before you know it is inhibited by hand wash containing soap ingredients! [Japanese]
- News Release: Results of hygiene awareness survey and handwashing behavioral observation against COVID-19 in 2021 — More than 60% of respondents want frequent handwashing to continue even after the pandemic ends! [Japanese]
- News Release: Around 90% of consumers say they wash their hands after returning home, but a simulation shows that people are spreading viruses before they wash their hands [Japanese]
- News Release: Bad breath and susceptibility to getting colds are correlated! The findings of a study of 4,491 men and women aged 20 to 69. [Japanese]
- News Release: Hygiene habits are shifting from something we need to do to something we want to do. We set up a “Cleanliness Voting Booth” for a limited time at Shinjuku Station as an experiment to encourage hygiene behavior among people out and about at the gateway to the city. [Japanese]
- News Release: Survey of actual hand washing during the COVID-19 pandemic [Japanese]
- News Release: Worried about germ transmission at the office? Places and things to watch out for and ways to brush your teeth that reduce risk at the office [Japanese]

Lidea lifestyle information website (content relating to handwashing, gargling, disinfection, etc.) [Japanese]

Human Capital · Occupational Safety

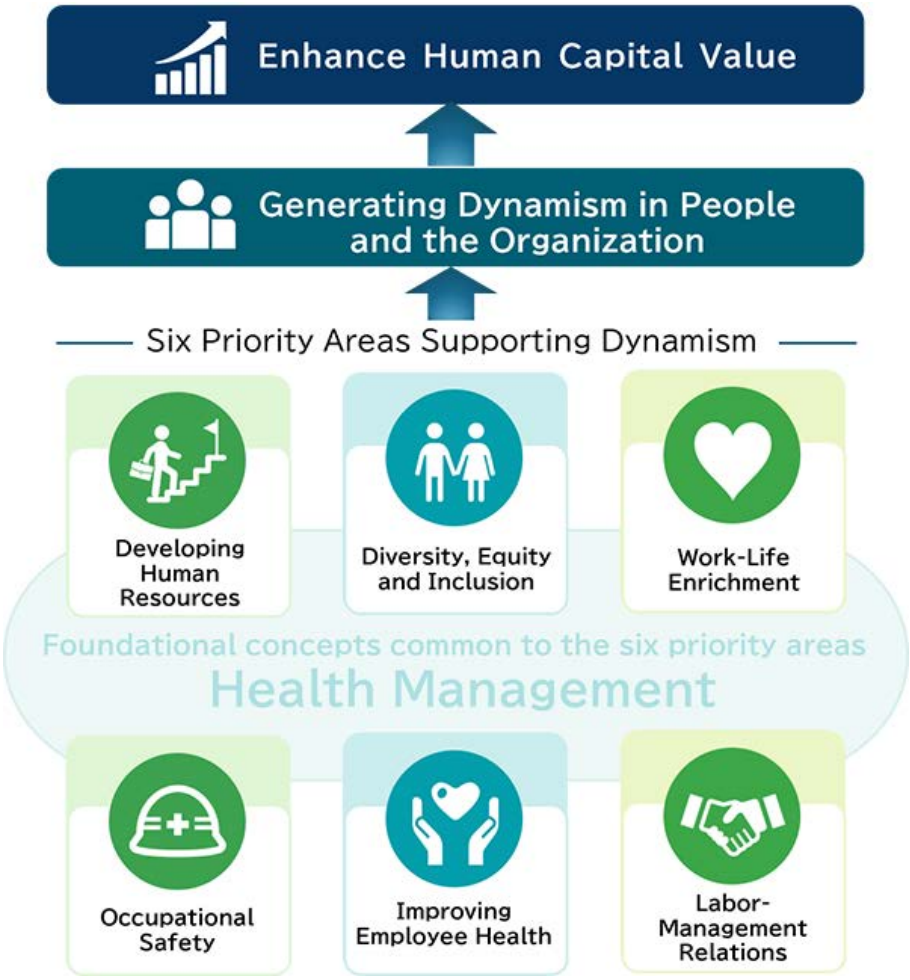
Basic Approach Overview Employee Health Is Crucial to Human Capital
2030 Objectives & Progress Initiatives

Basic Approach

The Lion Group believes that enhancing the value of its human capital is essential for achieving sustainable growth and realizing Vision 2030 2nd STAGE, its current medium-term management plan.

Overview

We position the enhancement of human capital value as a key management priority and are committed to creating an environment grounded in “health and productivity management” that enables every individual to thrive and play an active role.



Initiatives to Generate Dynamism in People and Organizations

With the goal of enhancing human capital value, we strive to improve the dynamism of both our people and organization. To achieve this, we prioritize six priority areas: promoting diversity, equity & inclusion; promoting work-life enrichment; developing human resources; improving employee health; and enhancing the occupational management system while maintaining sound labor-management relations. Furthermore, we position health & productivity management as the common foundation for these six areas of focus, working specifically to deepen health management, transform healthy behaviors into habits, and improve health literacy.

Employee Health Is Crucial to Human Capital



Since its founding, Lion has pursued its purpose, “Make a difference in everyday lives by redesigning habits: ReDesign,” while steadily growing its business by promoting oral hygiene as well as cleanliness and hygiene habits that contribute to people’s mental and physical well-being.
As a company whose mission is to deliver mental and physical healthcare to people, we regard the health of our employees who carry out this mission as both an indispensable and vital foundation of our management and an important form of capital that drives corporate value creation.
Based on this principle, we established our Guidelines for Health in 2012, which recognize the health of our employees and their families as a key management issue and clearly state that each employee is responsible for managing their own health and making healthy behaviors a habit.
As a concrete initiative, we are promoting efforts to support employee health enhancement through our “GENKI” Action program. We have designated three key areas for focused investment—deepening health management, fostering habitual health behaviors, and improving health literacy—and are implementing related initiatives at each business site and organizational unit. We have also established concrete performance targets, including improved work engagement, reduced absenteeism, and the adoption of preventive dental care habits, as part of our ongoing efforts to foster healthy habits.
As the officer responsible for promoting health management, I am committed to advancing these initiatives and will strive to enhance organizational vitality through the health and well-being of our employees and their families.

Kengo Fukuda

Representative Director, Vice President and Executive Officer
Officer Responsible for Health Management Promotion

2030 Objectives & Progress

Key Sustainability Initiatives	Objectives (2030)	Indicators (2030)	Progress (2025 Results)
Promoting Diversity, Equity, and Inclusion	Establish an organization that enables new value creation by appointing decisionmakers with diverse values, thinking, and attributes.	• Ratio of women in management ⇒ 30% or more	• 28.3%
Promoting Work-Life Enrichment	Create an environment that helps employees fulfill their ambitions through synergy between work and private life.	• Percentage of employees who feel they can autonomously choose when and where to work according to their lifestyle Employees who feel they can choose where and when to work autonomously to suit their lifestyle • Percentage of employees who feel their workplace fosters a culture of mutual respect for life outside of work ⇒ Average of the two indicators: 80% or higher	• 72.5% (Japan)
Developing Human Resources	Strengthen employees' problem-solving skills to ensure that each individual can contribute to the execution of our management strategy.	• Average score* across four competencies—goal setting, solution orientation, critical thinking, and logical reasoning—in multi-source behavioral assessments * Based on a 0–100 scale using a multi-rater evaluation method (360-degree feedback) conducted by an external provider, incorporating input from supervisors, subordinates, and colleagues	• Managers: 73, Non-managers: 63 (Japan)
Improving Employee Health	Support mental and physical healthcare for employees to reinforce Group human resources and achieve sustainable corporate growth.	1. Japan: Dental checkup participation rate ⇒ 100% 2. Overseas: Participation rate in company-level preventive dental care programs ⇒YoY improvement 3. Absenteeism rate ⇒ Improvement from 2024 level	1. 94% 2. 47.6% 3. 1.4% (Slightly up from 2024),

Key Sustainability Initiatives	Objectives (2030)	Indicators (2030)	Progress (2025 Results)
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	• Participation in training: 100% as planned • Serious accidents and incidents: Zero

* We are revising out targets and indicators for the four items related to human capital based on our 2025 results and moving forward with their implementation.

› Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

› Health and Productivity Management Strategy Map (248KB)

Initiatives



Promoting Diversity, Equity and Inclusion



Promoting Work-Life Enrichment



Developing Human Resources



Improving Employee Health



Enhancing the Occupational Safety Management System



Labor-Management Relations

Promoting Diversity, Equity & Inclusion

Approach Overview Initiatives Human Resource Data

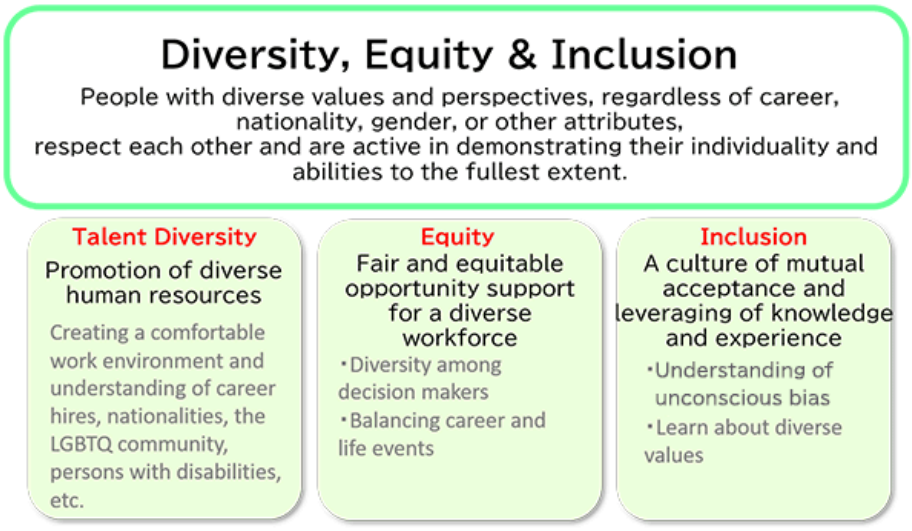
Approach

The Lion Group strives to promote diversity, equity and inclusion in order to improve the creativity of its business activities.

We believe that leveraging the diverse knowledge and experiences of our employees directly contributes to the realization of our purpose and leads to new ideas and innovations that help people develop better living habits. To this end, we are working to increase diversity among decision-makers and foster an organizational culture in which people with diverse values and perspectives—regardless of nationality, gender, or other attributes—can fully demonstrate their individuality and abilities and work comfortably.

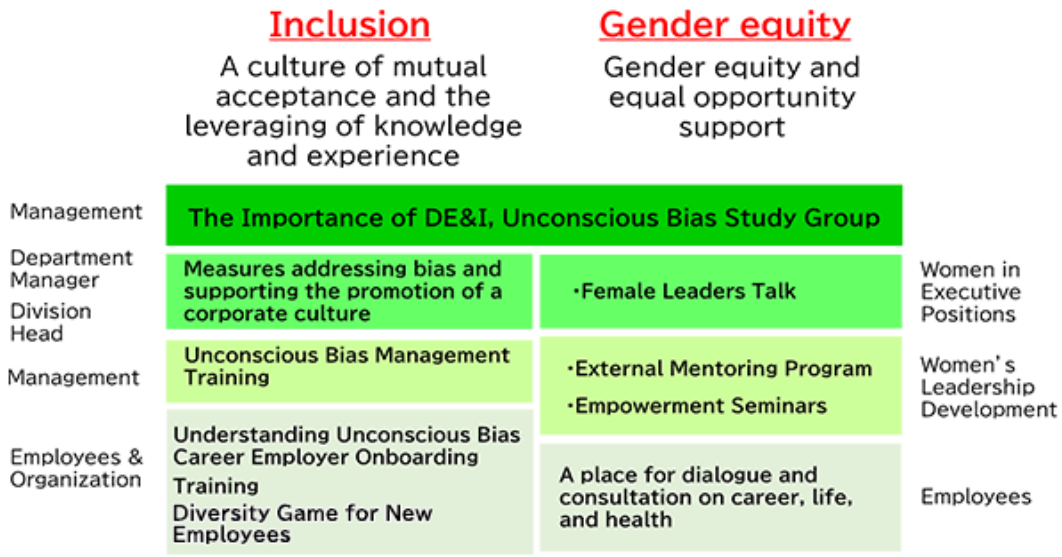
Overview

We have linked the realization of Vision 2030 to the promotion of Diversity, Equity & Inclusion, which focuses on three key areas: talent diversity, which is the recruitment of people with diverse values and perspectives based on nationality, gender, and experience, and the creation of an environment in which everyone can work comfortably; equity, which supports the creation of opportunities for diverse human resources to work and grow in a fair and equitable manner; and inclusion, which is the creation of a culture of mutual respect in which we leverage each other's diverse knowledge and experience by promoting an understanding of unconscious bias.



Leveraging diverse knowledge and experience to create better living habits

In order to foster inclusion, we have implemented unconscious bias training programs for all levels, from employees to management, to provide skills for embracing diversity and mutually leveraging each other's strengths in business operations and value creation. Furthermore, we provide gender equity training for women, helping them define their own leadership style and offering development programs to help them achieve it, while also strengthening support for those struggling to achieve work-life balance.



Initiatives for Inclusion and Gender Equity

Initiatives

Women's Promotion and Advancement in the Workplace

Lion recognizes that the professional participation and advancement of women is indispensable to growth in corporate value and is proactively implementing measures to promote the professional engagement of women.

To narrow the gap in compensation between men and women, we provide each employee with learning and fair growth opportunities while also providing training for evaluators aimed at ensuring that their judgement is unaffected by unconscious bias against employees with care work responsibilities (i.e., home and childcare) or the nature of their previous work experience. Since March 2020, we have endorsed and participated in the activities of "30% Club Japan,"*1 which aims to achieve boards of directors comprising at least 30% women. Insights gained from club discussions and other activities regarding other companies' initiatives and challenges related to women's advancement are incorporated into our own initiatives.

For example, from 2022, we have been conducting a mentoring program and empowerment seminars to support the development of female leaders and diverse career advancement. Designed for female employees on the brink of becoming or in their first year as section manager role, the mentoring program helps each participant identify their strengths and define their ideal career path with guidance from external experts. It also supports the development of authentic leadership styles and helps alleviate career-related anxieties. Participants have praised the program, noting that it provided a valuable opportunity to seriously reflect on their personal values and career plans.

As a result of these efforts, the percentage of female employees in management positions*2 at the Lion Group rose to 28.3% (as of the end of 2025).

Looking toward 2030, we aim to advance the professional development and promotion of women on a Group-wide basis, targeting a rate of women in management of at least 30% for the Group.

Lion's Action plans based on the Act on Promotion of Women's Participation and Advancement in the Workplace and its Declaration are available on the Ministry of Health, Labour and Welfare's portal site for information about positive action to promote women's participation and advancement in the workplace.



Women's Leadership Development workshop's Empowerment Seminar

Lion's entry in the Ministry of Health, Labour and Welfare's database of companies submitting action plans and data based on the Act on Promotion of Women's Participation and Advancement in the Workplace [Japanese]

Data on the promotion of women's activities

*1 Japan chapter of a global campaign founded in the United Kingdom in 2010 with the goal of increasing the percentage of women in key decision-making bodies, including boards of directors, to 30%.

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

Click for details (224KB) about other initiatives related to Promoting Diversity, Equity & Inclusion

Human Resource Data



ESG Data and Third-Party Verification

Promoting Work-Life Enrichment

Approach Overview Initiatives Human Resource Data

Approach

Based on the concept of work-life enrichment–where “work” and “life” mutually influence and enhance one another–the Lion Group provides various types of support aimed at helping employees achieve a more autonomous and flexible work-life balance. Through initiatives in such areas as childcare and nursing care support as well as financial planning education we create an environment where employees can work with peace of mind, establishing a mutually beneficial cycle in which a fulfilling personal life leads to improved job performance.

Overview

We are committed to helping each employee realize their personal aspirations for the medium to long term as well as the day-to-day lifestyles they desire.

Systems Ensuring Continued Safe and Secure Work	Systems Enabling Autonomous Work Styles
· Programs to Support a Balance between Work and Nursing Care · Programs to Support a Balance between Work and Childcare · Creating Comfortable Working Environments	· Promoting Work Hour Management and Annual Paid Leave · Flexible work systems · Smart work · Various leave systems

Initiatives

For individual employees to be able to continue working with peace of mind over the long term, it is necessary to expand the range of life planning options for events that have a large impact on life, such as nursing care and childcare.

1. Programs to Support a Balance between Work and Nursing Care

We have enhanced support for employees engaged in nursing care of family members as part of efforts to create an environment that allows employees to continue to work with peace of mind while handling such responsibilities. In addition to ordinary annual paid leave, we have in place programs to support nursing care providers, including nursing care leave of up to 365 days, shorter work hours for nursing care (short hours flextime system), nursing care leave and accumulated leave for nursing care (accumulated expired annual paid leave). Furthermore, we have set up a support website to better provide information on nursing care, including videos of caregiving seminars for managers and individuals.

Programs to Support a Balance between Work and Nursing Care

Nursing care	365 days of nursing care leave	• Up to a total of 365 days of leave in one-day units may be taken per family member requiring nursing care (in accordance with laws and regulations, this is available up to three times per employee)
	Shorter work hours for nursing care (short hours flextime system)	• Employees may reduce their work hours (by up to two hours per day) as long as necessary to provide nursing care • May be used in combination with the flextime system
	Nursing care leave	• Employees may take up to five days per year to provide nursing care for one family member or up to 10 days per year to provide nursing care for more than one family member
	Accumulated leave (Close relative nursing care)	• Accumulated expired annual paid leave (up to 60 days) may be used for the nursing care of close relatives * Accumulated paid leave may also be taken for the employee's own medical care or for volunteering

2. Programs to Support a Balance between Work and Childcare

We are expanding related programs in line with our action plans based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace and working to increase awareness among employees. As a result of these efforts, in 2025, 97.3% of eligible female employees at Lion Corporation (under the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, applicable to full-time employees only, full-time contract employees are excluded) took childcare leave. The number of male employees taking childcare leave is rising, reaching 90.2% across a wide range of departments.* There are concerns that during an employee's child-rearing years they may feel a drop in motivation and a sense of uncertainty about career development. Therefore, we have established a support service that offers employees the option of consulting with career counselors regarding their career paths after returning to work from a period of leave or if they encounter difficulties balancing work and childcare. We also hold individual briefings on our childcare support policies, attended by supervisors, to ensure a clear understanding of the system, as well as seminars for employees returning to work and consultations before and after their return to help them transition smoothly and support their ongoing career development.

Furthermore, to support working parents, we have implemented a new hybrid work approach combining reduced-hour shifts with flexible working hours (the Short-Time Flex System). (The standard flex-time system is available to all employees, with the exception of certain factory workstations.)

* Based on calculations of the percentage of childcare leave, etc., used in accordance with the Child Care and Nursing Care Leave Law

Programs to Support a balance Between Work and Childcare

Childbirth	Maternity leave	• Six weeks before and eight weeks after childbirth (paid)
	Special leave for spouse's childbirth	• Two days (paid, with bonus)
Childcare	Childcare leave for birth	• Taken within eight weeks of the expected delivery date or actual delivery date, whichever is later • Up to 28 days • Can be taken in two parts • First two weeks of initial leave* are paid, bonus deducted
	Childcare leave	• May be taken until the child is two years old • May be taken in two parts until the child is one year old • Can be taken in turns by parents between one year and one year and six months, and one year and six months to two years • First two weeks of initial leave* are paid, bonus deducted
	Shorter work hours for childcare	• Employees may reduce their work hours by up to two hours per day until the child finishes first grade • May be used in combination with the flextime system
	Exemption from overtime work	• Employees with children below elementary school age may apply for exemption from overtime work
	Leave to nurse sick children	• Employees may take leave to care for children at or below elementary school third grade age who are not in school due to injury or sickness or because of class closures due to infectious disease outbreaks or so that they may participate in kindergarten entrance or graduation ceremonies (paid) • Employees may take up to five days per year for one child below elementary school age or up to 10 days per year for more than one such child

* Initial leave is the first leave taken, either for childbirth leave or childcare leave

Frequently Asked Questions: Benefits [Japanese]

Creating a Comfortable Working Environment

When Lion relocated its head office in 2023, it installed family rooms and nursing rooms to enable employees who are raising children to work with peace of mind, as well as enable them to bring their children to work as necessary.



Family room



Nursing room

Perspectives of Employees Balancing Work and Childcare



I used Lion's childcare leave twice after each of my children were born. Lion's various support systems had been well established when I had my first child, but they were further strengthened by the time I had my second child, and I felt that the Company had created a very comfortable working environment for mothers. I was very anxious about returning to work after childcare leave, especially after having my second child, because I could not imagine a life of raising two children while working. However, when I attended the Back-to-Work Seminars, I heard stories from more experienced mothers and was able to get a better picture of what it is like to balance work and family life. Talking with other mothers who were returning to work at the same time made me feel like I could do my best, and Lion's systems were being improved, so I was able to look at returning to work in a positive light.
I met my husband while working at Lion, and when I had my second child, he was also able to take childcare leave. The Company as a whole is very supportive of parenting, regardless of gender, so we were able to enjoy raising our children without hesitation, which I appreciated.
Now, I am currently utilizing the short hours flextime system, the full flex system, and the telecommuting system. In addition, my superiors and coworkers are very understanding, so I am able to work in a flexible manner, which is very helpful, I feel that I am truly blessed to be able to work while raising my children.

3. Support Enabling Autonomous Work Styles

To achieve the daily lifestyles that employees seek, it is necessary to reduce overtime and long work hours, make the leave system more accessible and increase flexibility in work hours and locations.

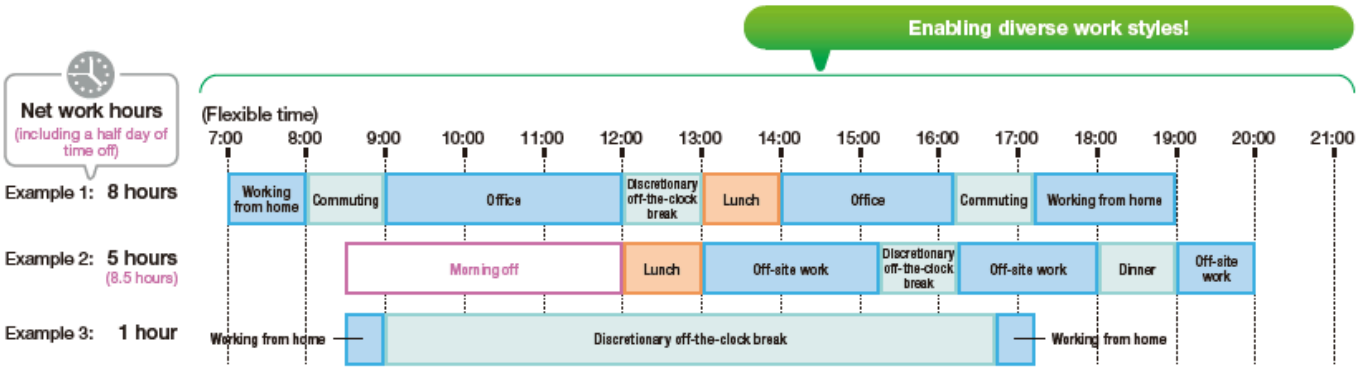
Promoting Work Hour Management and Annual Paid Leave

We have consistently been working to reduce long work hours and encouraging employees to take annual paid leave. While promoting understanding through compliance training (e-learning) on work hour management, we are also working to achieve an 80% paid holiday acquisition rate.

Promoting Smart Work That Allows Employees to Choose Their Own Location and Hours

Since 2015, we have implemented a work-from-home system that promotes flexible work styles not bound to specific workplaces. This was done with the aims of accommodating autonomous work styles in line with the diversity of our employees and increasing productivity. In January 2021, we reinforced our telecommuting and full-flex systems (eliminating core time and enabling employees to take discretionary off-the-clock breaks), giving employees the choice of when and where to work.

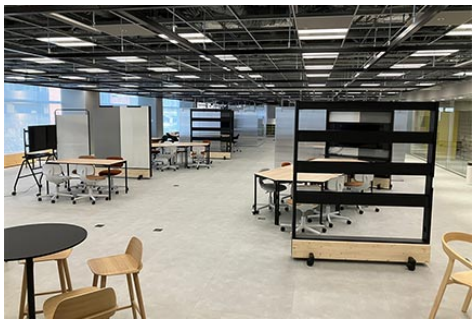
This shift toward more independent work styles that accommodate diverse needs has resulted in a usage rate for these systems of around 50%. The practice of adapting work styles to suit individual needs continues to take root, helping improve professional fulfillment. Furthermore, because it is difficult to enable production site employees to freely set their own hours, we have established a system for such employees to take time off in hourly increments, not only for child and nursing care, but also for things that do not require a lot of time off such as family pick-up and drop-off, going to the doctor or school events. This system makes it easier for employees to balance their private lives and work, helping to bolster motivation.



Example Schedules Using Systems for Working from Home, Full-Flex Time and Discretionary Off-the-Clock Breaks

Smart Work

Along with promoting diverse and autonomous work styles, we have also significantly revamped our office environment. We have shifted from a fixed-desk system centered on daily collaboration with the same team members to a new setup featuring open-plan workspaces, collaborative areas suitable for meetings and events with both internal and external stakeholders and meeting rooms designed to support hybrid (in-person and online) formats. This allows each employee to work in the environment that best suits their individual work styles while maintaining flexible connections with a diverse range of colleagues.





New office of headquarters

Employee Awareness and Behavior Survey

Since 2013, in order to achieve a state in which every employee feels fulfillment in their work we have conducted an annual survey of domestic Group employees aimed at confirming changes in employee awareness and behavior. The results of the survey are used to identify and address Company-wide workplace environment issues. For example, we hold open forums and meetings with the president in which executives and employees engage in direct dialogue, thereby fostering an open and communicative environment.

> Click here for results

Human Resource Data



ESG Data and Third-Party Verification

Developing Human Resources

Approach Overview Representative Initiatives
Company-wide Initiatives to Support Learning and Career Autonomy Human Resource Data

Approach

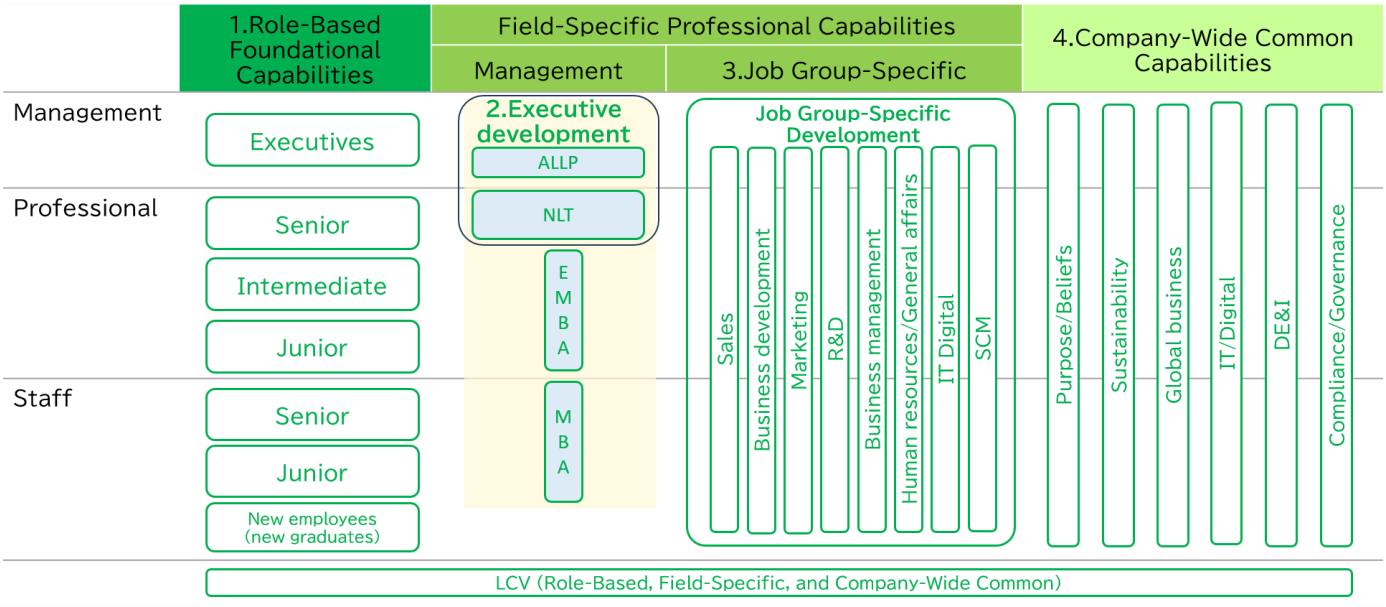
The Lion Group provides a wide variety of learning opportunities to enhance the knowledge and abilities of its employees so that each individual can contribute to the realization of its management vision. Beyond the development of individual skills and careers, we are striving to enhance both individual and organizational capabilities by bolstering management skills and fostering next-generation management personnel to produce results for the organization as a whole. Furthermore, we remain committed to developing the highly skilled professionals needed to sustainably create value in a global competitive environment.

Overview

The Company will develop skills in three main areas: “Role-specific Fundamental Skills,” which are designed to enhance employees’ ability to achieve results in accordance with their roles within the organization; “Field-specific Specialized Skills,” which are designed to reinforce the knowledge and skills of each individual in their area of expertise; and “Company-wide Common Skills,” namely, skills required of all Lion employees.



Relationship between the three pillars for capacity building



Overview of Skills Development Initiatives

Representative Initiatives

1. Core Competencies by Role

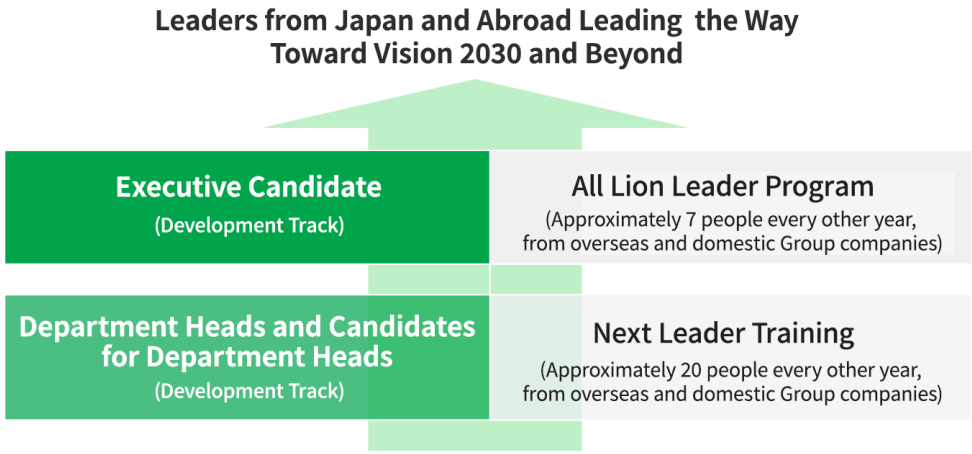
Improving Employee Problem-Solving Skills

Our “Role-Specific Fundamental Skills Development Program” has been introduced on a Company-wide basis with the aim of fostering employees’ ability to independently think and act based on their understanding of the roles they play in achieving organizational goals. The program is designed to enhance four key competencies: problem formulation, willingness to solve problems, ability to doubt and logical thinking. Competence in these areas is recognized as producing results in line with the standards required at each level, from management to non-management positions.

2. Management Talent Development

Fostering the Next Generation of Management Talent to Drive Vision 2030

The purpose of this program is to select and train the next generation of leaders capable of envisioning the future of the Lion Group from a long-term perspective and drawing out the dynamism of the entire organization. Through a practical curriculum that in addition to short-term training at business schools overseas to strengthen management literacy and deepen understanding of the Lion Group's history and management strategy, exposes executives seeking to realize the management vision to new perspectives while encouraging personnel from both domestic and overseas Group companies to take on leading roles in realizing said vision. We have prioritized personnel requirements related to business acumen, strategic planning and execution, and leadership and have introduced two-tiered programs to identify and foster the next generation of management talent.



3. By Job Category

Assessing and Improving Individual Expertise

We are also engaged in cross-organizational human resource development and career development for each “job group,” defined as collections of related occupations and functional areas, with the aim of fostering highly specialized professional human resources capable of creating value in a globally competitive environment. The job groups are subdivided into specialized areas, and programs are developed to enhance professional knowledge and skills in each area.

Company-wide Initiatives to Support Learning and Career Autonomy

Title	Details
Lion Career Village (LCV)	This program consists of video-based e-learning, case-based lectures delivered by faculty specializing in specific job categories, and small-group discussions, offering approximately 600 learning modules that allow employees to gain insights from both within and outside the Company.
Career Design Support	The Career Design Support program was established to help employees take control of their own careers through their own decisions and actions. We provide career counseling, share information from both inside and outside the Company and assist employees in planning their careers and rediscovering their potential. We also regularly hold career seminars tailored to various age groups and lectures on specific career topics.
Side Job System	Employees are permitted to engage in outside work under our side job declaration system. Since its implementation in 2020, a total of 350 declarations have been submitted. We recognize that gaining experience outside the Company provides opportunities for employees to discover new aspects of themselves and expand their career options. At the same time, we aim to leverage the external insights and professional networks gained through side job to drive the creation of new value.

Human Resource Data

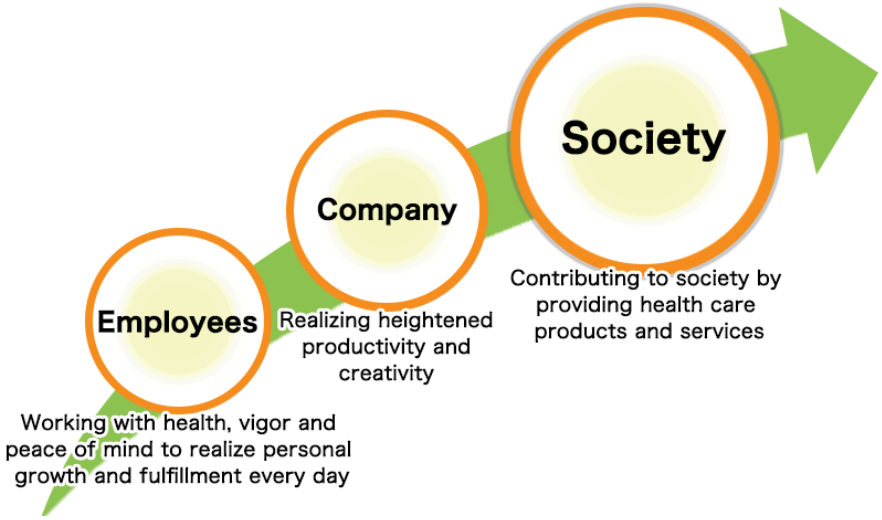


Improving Employee Health

Approach Overview Implementation Framework Initiatives
Human Resource Data

Approach

Lion works in close coordination with employees and the Lion Health Insurance Society to support the formation of healthy habits—in such areas as lifestyle, oral heath, mental health, cancer prevention and anti-smoking—based on the Guidelines for Health, with the goal of realizing healthy minds and bodies for all.

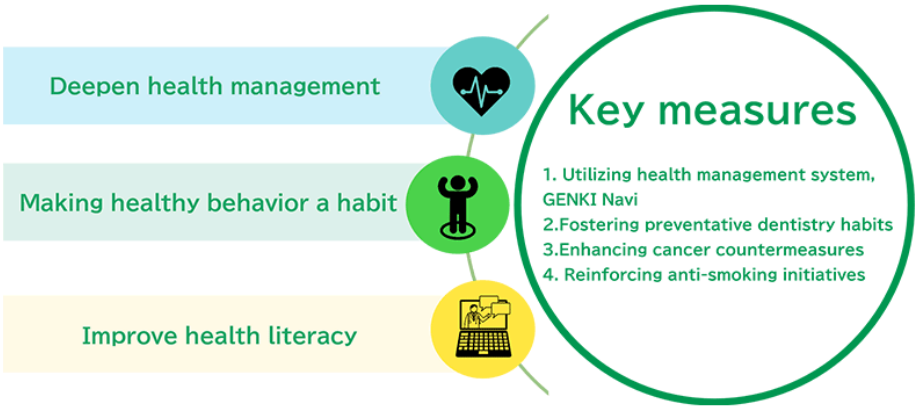


Approach to Employee Health Promotion

Overview

We are implementing “GENKI” Action, Lion-style health support, to promote the formation of healthy habits. We support our employees’ autonomous efforts to cultivate their strengths regarding their health, thereby empowering them to demonstrate their diverse abilities.

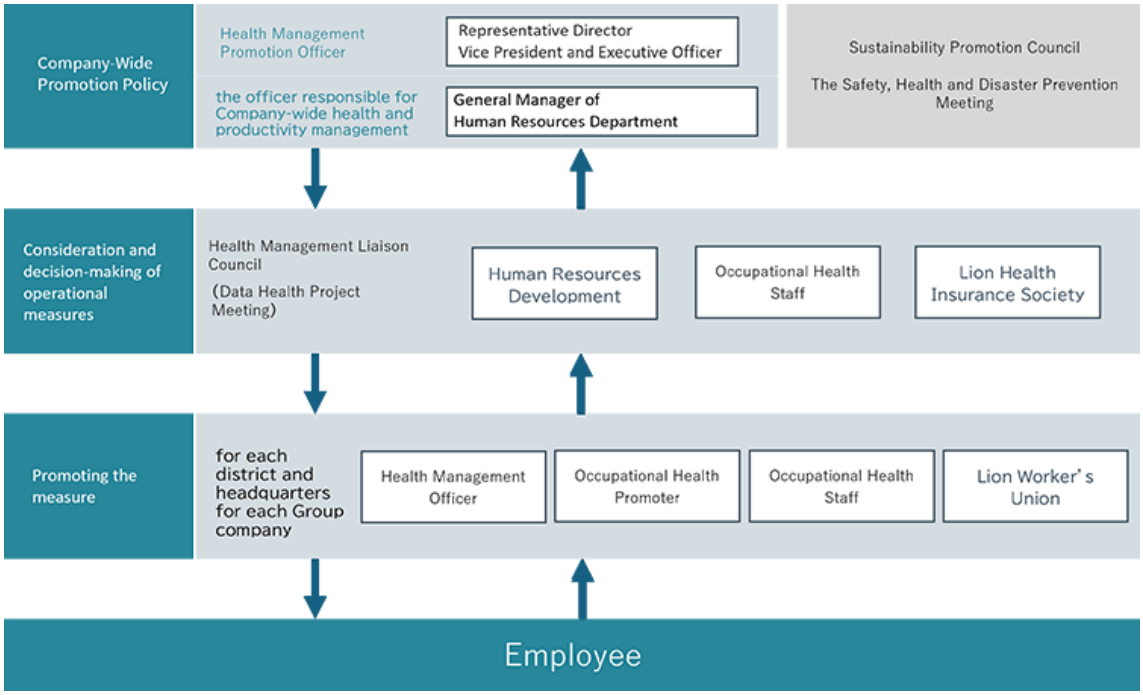
Based on the three pillars of deepening health management, transforming health behaviors into habits and improving health literacy, we strive to promote preventive dental practices, cancer prevention and the visualization of lifestyle habits through the use of health management systems, thereby improving productivity by increasing job satisfaction, ambition and the motivation of each and every employee and strengthening the foundations of our health management.



Overview of GENKI Action

Implementation Framework

Lion promotes health management through cooperation between the Health Support Office and the Lion Health Insurance Society, led by the officer responsible for Company-wide health and productivity management. Health Support Offices are located in all 11 districts and are staffed by industrial physicians and nursing personnel. The Health Support Office in each region operates and promotes health maintenance and promotion measures in cooperation with the Head Office. The Head Office Health Support Office is responsible for developing Company-wide policies and plans and compiling statistics. We are committed to being a vibrant company through the systematic management of our employees' healthcare.

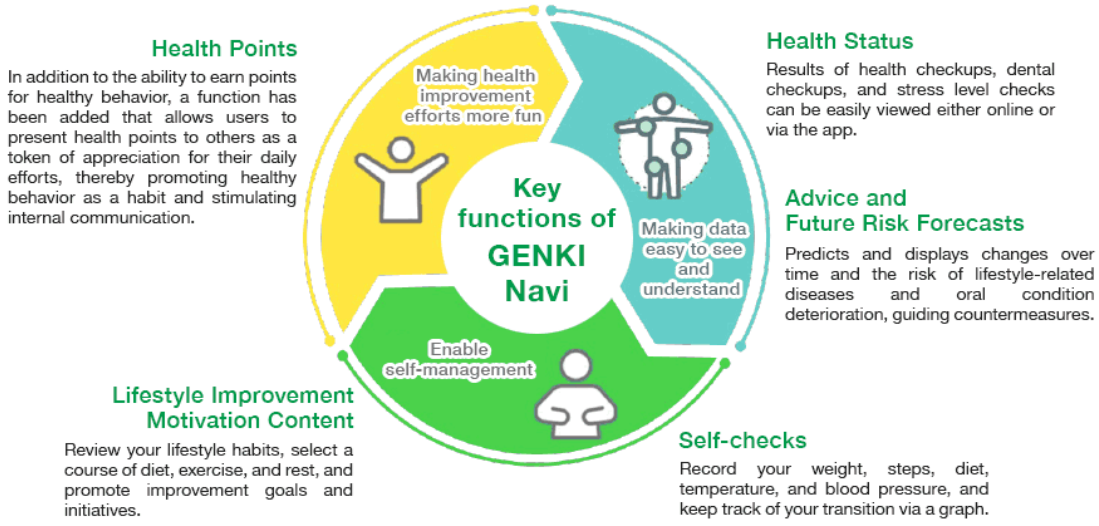


Initiatives

As part of our “GENKI” Action efforts, we have positioned the use and evolution of the GENKI Navi health management system, the promotion of preventive dental habits, and the strengthening of cancer prevention and smoking cessation as priority measures. We are also focusing on the visualization of lifestyle habits and the dissemination of information. Our total investment in these measures amounted to 12 million yen in fiscal 2025.

1. Health management system, GENKI Navi

The health management system GENKI Navi was developed based on the concepts of “visualization,” “self-assessment” and “enjoyable health promotion” and is accessible from PCs and smartphones. With the aim of transforming health behaviors into habits and improving health literacy among employees, from April 18, 2022, we added a function that uses employees’ health checkup data to clearly present future health risks. Through this function, employees are able to reflect on their living habits and change their behavior.



Main functions of GENKI NAVI

2. Fostering preventive dentistry* habits

As an advanced daily healthcare company, we remain committed to helping our employees develop preventive dentistry habits. Thanks to the initiatives outlined below, our employee dental checkup participation rate reached 94% in 2025, demonstrating that preventive dental care habits are steadily taking root.

* An approach focused on prevention, rather than receiving treatment after cavities or other problems arise. This approach entails both receiving professional care at a dental clinic and practicing daily self-care on an ongoing basis.

Improving the Quality of Self-Care (ALOHA Initiative)

Since the 1970s, Lion has continuously implemented preventive dentistry measures.

Since 2002, in collaboration with the Lion Health Insurance Society and the Lion Foundation for Dental Health, Lion has conducted All Lion Oral Health Activity (ALOHA), aimed at increasing employees' oral health management abilities. Currently, the program is continuing over the long term as "ALOHA VIII" with a PDCA cycle. The percentage of employees who brush their teeth after lunch increased from 53% in 2002 to 78% in 2025, and the prevalence of periodontal disease with periodontal pockets of 4 mm or larger decreased from 33% to 27%, indicating an improvement in the quality of self-care habits.



Overview of ALOHA VIII

Encouraging Professional Care

To make the practice of preventive dentistry easier for employees, we offer periodic, time-limited incentive campaigns for dental clinics where they can receive regular professional oral care. In addition to communicating the need for professional care examinations, the program provides participants with computer background images to use when working remotely to inspire them to want to see a doctor. As a result, the professional care consultation rate in 2002 was 10%, but by 2025, it had increased to 70%.

3. Enhancing cancer countermeasures

In 2021, Lion introduced a cost subsidy system for more accurate cancer screening and holding seminars to improve employee cancer literacy.

From 2024, the Lion Health Insurance Society has also launched a system to subsidize the cost of medical examinations provided to those who reach the age of 40 and older. These efforts have earned Lion an award for excellence in cancer prevention for three consecutive years since 2022.

	40	41~49	50	51~59	60	61 and above
(1) Hepatitis B/C virus test	●					
(2) Stomach cancer risk screening	●					
(3) Gastroendoscopy			●		●	
(4) Large intestine endoscopy	●		●		●	
(5) Pulmonary CT scan			●		●	
(6) Secondary health checkup cost subsidy For lung, stomach, large intestine, uterus, breast, prostate cancers (Lion Health Insurance Society)	→	→	→	→	→	→

Cancer prevention efforts

4. Reinforcing anti-smoking initiatives

We provide support and have created facilitative environments for employees who want to quit smoking in order to prevent exposure to secondhand smoke in the workplace. To improve work environments, in January 2020 we banned smoking during work hours, and in April 2020 we implemented official rules banning smoking indoors. Furthermore, since 2022, the Lion Health Insurance Society has continued its efforts to encourage people to quit smoking through a subsidy program for visits to smoking cessation clinics.

5. Other Initiatives

> Click for details (308KB) about other initiatives focused on Developing Human Resources

Corporate Wellbeing Support Service

Lion offers oral care seminars and five-minute saliva tests for corporate employees and municipal employees to ascertain their oral condition. We strive to promote oral healthcare by helping people develop healthy habits starting with the mouth.



Corporate Wellbeing Support Service [Japanese]

Human Resource Data



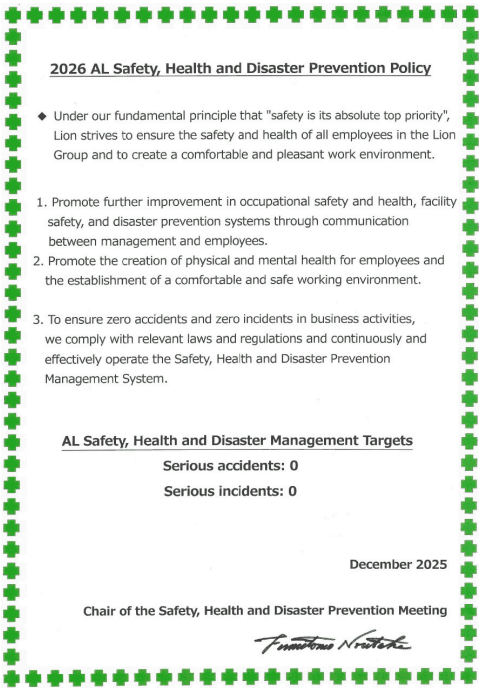
ESG Data and Third-Party Verification

Enhancing the Occupational Safety Management System

- Basic Philosophy and Policy
- Management System
- Implementation Framework
- Disasters and Accidents
- Disaster and Accident Prevention Initiatives
- Natural Disaster Prevention (Emergency Response)
- Educational and Awareness Activities
- Global Initiatives

Basic Policy and Philosophy

The Lion Group has established the All Lion (AL) Safety, Health and Disaster Prevention Policy based on the shared basic philosophy that “safety is its absolute top priority.” Accordingly, it strives to ensure the safety and health of all Group employees and to clarify the Group’s overall commitment to establishing a comfortable and pleasant work environment.



2026 AL Safety, Health and Disaster Prevention Policy

◆ Under our fundamental principle that "safety is its absolute top priority", Lion strives to ensure the safety and health of all employees in the Lion Group and to create a comfortable and pleasant work environment.

1. Promote further improvement in occupational safety and health, facility safety, and disaster prevention systems through communication between management and employees.
2. Promote the creation of physical and mental health for employees and the establishment of a comfortable and safe working environment.
3. To ensure zero accidents and zero incidents in business activities, we comply with relevant laws and regulations and continuously and effectively operate the Safety, Health and Disaster Prevention Management System.

AL Safety, Health and Disaster Management Targets

Serious accidents: 0

Serious incidents: 0

December 2025

Chair of the Safety, Health and Disaster Prevention Meeting

The All Lion (AL) Safety, Health and Disaster Prevention Policy

Management System

The Group constantly works to strengthen its occupational safety and health management system. Within the domestic Group (the Company and its domestic affiliates), we operate in accordance with a system that combines disaster prevention measures with our Occupational Safety and Health Management System (OSHMS),”* which is based on Japan’s Ministry of Health, Labour and Welfare guidelines. Under this system, we strive to reduce potential hazards and risks, continuously maintain and improve workplace environments, create safer and more secure workplace environments and build related systems.

＊ A system for the organized operation and management of health and safety activities.

Implementation Framework

Under our Group-wide risk management framework, we have established the Safety, Health and Disaster Prevention Meeting, chaired by a Lion Group. This committee formulates and deliberates on measures to ensure occupational safety, facility safety and disaster prevention—including the improvement of the workplace environment, the prevention of health hazards and the maintenance and promotion of mental health—with the aim of enhancing safety, health and disaster prevention standards at every level of operations. We have also established a dedicated department responsible for health, safety and disaster prevention management. By enhancing cross-organizational coordination, we continuously advance initiatives aimed at risk reduction.

The Safety, Health and Disaster Prevention committees established at each domestic Group company in accordance with the Industrial Safety and Health Act play a central role in this effort. These committees incorporate feedback from employees at all worksites to identify risks—including those specific to each location—and work to implement improvements. We also strive to foster a consistent safety culture and raise safety standards on a global basis by working with our overseas Group companies on efforts that include sharing the All Lion (AL) Safety Philosophy and providing support for local health, safety and disaster prevention activities.

Disasters and Accidents

In 2025, there were no serious occupational accidents[*1] within the Group resulting from work-related incidents or equipment failures.

Number of serious occupational accidents resulting from work-related incidents or equipment failures Group-wide[*1]

	2021	2022	2023	2024	2025
Group-wide	0	0	0	0	0
Domestic Group companies	0	0	0	0	0
Overseas Group companies	—	—	—	—	0[*2]

*1 A serious occupational accident refers to an incident resulting in death, severe disability or illness of 3 people or more (Grade 7 or higher according to the Grade of Disability Table under the Industrial Accident Compensation Insurance Act).

*2 Starting in 2025, the scope of occupational accident statistics will be expanded to include overseas Group companies (employees and contractors), covering the entire Group.

In 2025, the Group-wide lost time injury frequency rate was 1.02.[*2]

For domestic Group companies, the lost time injury frequency rate was 0.23, total injury frequency rate was 2.25 and the severity rate was 0.00, showing improvement in all three metrics compared with the previous year.

For overseas Group companies, the lost time injury frequency rate was 1.39, total injury frequency rate was 1.82 and the severity rate was 0.01. Overall, the injury rate was higher among contractors.

Group-wide work-related accident statistics[*2]

Item	Indicators		Target	2021 Past Results	2022 Past Results	2023 Past Results	2024 Past Results	2025 Past Results
Occupational accidents among	Lost Time Injury Frequency Rate[*3]		Lion Group (Employees + Dispatched employees)	–	–	–	–	1.02[*2]
		Breakdown	Domestic (Employees + Dispatched employees)	–	–	–	0.66	0.23
			Office Locations	–	–	–	0.00	0.00
			Research Offices	0.00	0.00	0.67	0.67	0.00
			Factories	0.92	0.96	0.66	1.69	0.71
			Overseas (Employees + Contractors)	–	–	–	–	1.39[*2]
			Employees	–	–	–	–	0.62[*2]
			Contractors	–	–	–	–	3.09[*2]
	Reference: Ministry of Health, Labour and Welfare Survey of Occupational Accident Trends Chemical Industry			1.07	1.16	1.04	1.23	coming soon
	Total Injury Frequency Rate[*4]		Lion Group (Employees + Dispatched employees)	–	–	–	–	1.96[*2]
		Breakdown	Domestic (Employees + Dispatched employees)	–	–	–	3.20	2.25
			Office Locations	–	–	–	1.95	0.89
			Research Offices	1.54	0.00	2.69	2.02	2.60
			Factories	3.07	3.52	6.15	5.73	4.24
			Overseas (Employees + Contractors)	–	–	–	–	1.82[*2]
			Employees	0.77	1.54	0.00	–	0.93[*2]
			Contractors	2.78	2.15	2.56	–	3.78[*2]
	Severity Rate[*5]		Lion Group (Employees + Dispatched employees)	–	–	–	–	0.01[*2]
		Breakdown	Domestic (Employees + Dispatched employees)	–	–	–	0.01	0.00
			Office Locations				0.00	0.00
			Research Offices				0.02	0.00
			Factories				0.02	0.00
			Overseas (Employees + Contractors)				–	0.01[*2]
			Employees	0.77	1.54	0.67	–	0.01[*2]
			Contractors				–	0.02[*2]
	Reference: Ministry of Health, Labour and Welfare Survey of Occupational Accident Trends Chemical Industry			0.02	0.06	0.03	0.04	coming soon
Business vehicle accidents	Injuries (cases)		Japan	0	0	1	2	0

*3 Lost Time Injury Frequency Rate = Number of lost-workday injuries (including fatalities, injuries resulting in one or more days of lost work and cases where a victim lost a limb or bodily function) / total number of working hours x 1,000,000 hours

*4 Total Injury Frequency Rate = Total accidents (including all injuries, regardless of time lost)/ total number of working hours x 1,000,000 hours

*5 Severity Rate = number of days lost / total number of working hours x 1,000 hours

In 2025, the number of equipment accidents (abnormal phenomena[*6]) at domestic Group production plants was 0.

Equipment accidents (abnormal phenomena[*6]) (cases)

	2021	2022	2023	2024	2025
Lion	1	0	1	0	0
Domestic Group companies	0	1	2	0	0

*6 Accidents, such as fires, explosions or leakages, primarily caused by equipment or machinery where the intervention of government agencies (fire department, Labor Standards Inspection Office, police, etc.) is required, or where the issuance of an administrative order (e.g., requiring suspension of operations) is involved.
Reference: Ministry of Health, Labour and Welfare Survey of Occupational Accident Trends Chemical Industry

Disaster and Accident Prevention Initiatives

Top Safety Audits

Under the chairperson of the Safety, Health and Disaster Prevention Meeting, safety audits are systematically conducted at each domestic Group company. These on-site audits determine whether safety, health, and disaster prevention activities, safety management systems, and safety, health, and disaster prevention standards are being properly maintained and improved from an objective standpoint, with the aim of reducing the risk of accidents and disasters at our factories. In 2025, top safety audits were conducted at three factories.*

* Chiba Plant, Odawara Plant and Akashi Plant




Top safety audit of the Chiba Plant conducted under the direction of the chairperson of the Safety, Health and Disaster Prevention Meeting (2025)

Occupational Safety

The secretariat of the Safety, Health and Disaster Prevention Meeting immediately notifies all employees when an occupational accident occurs involving a Group member within Japan. This allows each business site to quickly assess the risk of a similar incident occurring, ensures that every employee stays on the alert for similar hazards and generally helps circumvent the occurrence of workplace accidents.

In recent years, “falls” have consistently ranked as the most common type of workplace accident and we have implemented the All-Lion Fall Prevention Action, a Group-wide initiative, in response. As part of this initiative, our “Innovative Approach to Reducing Fall Risks” project uses the physical function assessment app “KOKEN,” developed by Seiko IT Solutions Co., Ltd. alongside the participation of the Fangs, Lion’s official rugby team. This project was recognized in the Inter-company Collaboration Division of the FY2025 SAFE Consortium Awards, hosted by the Ministry of Health, Labour and Welfare, earning the Bronze Award.



Overview of fall prevention measures at each facility (2025)

Winning initiatives recognized in the SAFE Consortium Awards sponsored by the Ministry of Health, Labour and Welfare (2025)

SAFE Consortium Portal(The Ministry of Health, Labour and Welfare) [Japanese]

Equipment Safety

The results of investigations of equipment accidents inform the systematic implementation of equivalent improvements in similar areas at all domestic Group production plants. For example, along with conducting inspections of outdoor tanks used for hazardous material and oil storage at all of the Group's production plants, based on lessons learned from recent equipment leakage accidents, we have also reviewed equipment maintenance plans.

Furthermore, to promptly identify the risk of leakage due to age-related deterioration, we have introduced a new non-destructive inspection method (inspection of insulated piping using a neutron moisture meter) and are working to detect piping corrosion at an early stage.

We will continue to further enhance the operation of the change management* process and remain committed to improving equipment safety technology and thereby reducing accident risks in the medium and long term.

* Management activities to prevent risks associated with changes in equipment and operating conditions

Factory Disaster Prevention

All domestic Group production plants conduct joint disaster prevention drills with local public fire departments to prepare for large-scale disasters. In doing so, we not only enhance our emergency response capabilities, but also actively strengthen cooperation with local disaster prevention agencies and ensure a disaster prevention system that works in harmony with the local community.



Joint disaster prevention drill at Chiba Plant (2025)

Natural Disaster Prevention (Emergency Response)

The domestic Group prepares for emergencies by ranking potential scenarios and developing corresponding manuals outlining action plans for each. In particular, we have identified large-scale earthquakes, heavy rainfall from linear precipitation belts, and other natural disasters to be corporate risks. Therefore, in addition to disaster drills conducted by each business site that specify detailed response details and action standards according to the scale and damage of the disaster, we conduct Company-wide joint disaster drills to promote activities aimed at risk mitigation.

In addition, to accommodate diversifying work styles, we have established a disaster preparedness system that integrates in-person and remote locations in preparation for large-scale natural disasters.

Anticipating an increase in the frequency and severity of natural disasters and the further diversification of work styles and employment patterns, we will further upgrade our disaster response capabilities. At the same time, through safety confirmation drills and lifesaving courses, etc., we will also continue to improve each employee's ability to respond to emergencies while strengthening our disaster prevention activities that contribute to local communities.



Disaster prevention practice (Kuramae Headquarters)

Educational and Awareness Activities

Safety Education

To prevent occupational accidents, we must further enhance our safety management system and heighten every members' occupational safety awareness. Domestic Group companies systematically implement safety awareness training via e-learning and safety training at each business site. In 2025, there was a 100% implementation rate of safety education and training in each department, and the employee participation rate was 98.3%.

Results of the e-learning and safety training

	2024	2025
Participants	4,256	4,134
Participation Rate	97.3%	98.3%

Safety Awareness Activities (Lion Safety Day)

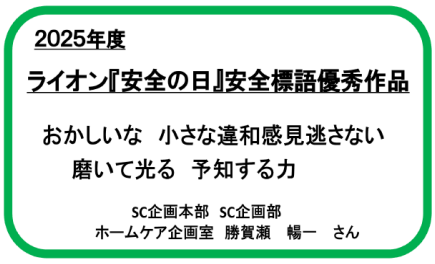
Under a 34-year program to raise awareness of the importance of safety among all domestic Group employees, the Lion Group has designated June 26 of each year as “Lion Safety Day.” On the day of the event, employees are reminded of the importance of safety through a message and lecture delivered, respectively, by the president and the chairperson of the Safety, Health and Disaster Prevention Meeting and broadcast to all production plants throughout the entire domestic Lion Group during a Company-wide morning assembly. In conjunction with Lion Safety Day, we are also developing various safety awareness initiatives, such as safety slogans and safety awareness surveys for all employees, with the aim of fostering and solidifying a safety culture.



The message from the president broadcasted on Lion Safety Day (2025)



Safety prayer ceremony on Lion Safety Day (2025)



Safety slogan for Lion Safety Day 2025 (Japanese)

Global Initiatives

Domestic Group companies provide ongoing support to overseas Group companies based on their circumstances and strives to enhance their safety, health and disaster prevention systems.

In 2025, we supported the implementation of safety training by an external organization at the production plant of Lion Corporation (Thailand) Ltd., taking advantage of the Asia Occupational Safety and Health SAKURA Project, a project subsidized by the Ministry of Health, Labour and Welfare.





A look at the SAKURA Project at Lion Corporation (Thailand) Ltd. (2025)

Labor-Management Relations

- Promoting Amicable Labor-Management Relations
- The Lion Workers' Union
- Labor-Management Relations Data

Promoting Amicable Labor-Management Relations

Approach

Lion executes labor agreements with the Lion Workers' Union to promote sound labor-management relations based on mutual understanding and trust. In addition, the Company adheres to the Lion Group Charter for Corporate Behavior, which is based on an understanding of the social mission and responsibilities of the Company. Thus, in cooperation with its workers union, the Company works to grow its business and maintain and improve the working conditions of union members.

The agreements provide that: the Company shall recognize the freedom of union members to engage in lawful union activities; the Company shall not treat union members disadvantageously by reason thereof; and the Company and the union shall engage in labor-management meetings on a regular basis to consult with each other as equals.

Operating under a union shop agreement,* Lion endeavors to build amicable labor-management relations, in which employees and management proactively conduct such activities as reporting on business conditions and exchanging opinions about the working environment at labor-management meetings. At overseas Group companies, we actively maintain communication between employees and management in order to create a better work environment through the labor-management meetings and strive to establish and maintain sound labor-management relationships.

* A labor agreement in which workers are employed by a company on condition of becoming a member of a specific labor union.

The Lion Workers' Union

Approach

The mission of the Lion Workers' Union is to pursue the happiness and well-being of its members. To that end, the union seeks to maintain and improve the quality of its members' work environments and standards of living and to contribute to the independent growth of each individual to ensure a secure future. Through its activities, the union aims to increase the professional satisfaction of its members, in turn contributing to the development and growth of the Company. In all its activities, the Lion Workers' Union abides by a medium- to long-term vision in line with fulfill its mission and principles.

Lion Corporation (Korea) Receives the Prime Minister's Award for Labor-Management Culture

The Labor-Management Culture award is given by the government of South Korea (the Ministry of Employment and Labor) to companies that have built and firmly established cooperative labor-management relations. It is one of the highest awards in the field of labor in South Korea.

Lion Corporation (Korea) ("LCK") received the Prime Minister's Award for Labor-Management Culture in 2017 in recognition of its initiatives aimed at building good labor-management relations.

The main initiatives of LCK recognized by the prize were as follows.

- Held labor-management talks four times a year to discuss work environments and implemented approximately 60% of the improvements suggested at these talks
- Treated non-regular employees (such as temporary and contract employees) on par with regular employees in terms of employee benefits and opportunities to participate in events
- With "fulfilling a spirit of love" and "people-centered management" as the foundations of its personnel policy, gave non-regular employees demonstrating excellent work attitudes and abilities priority when filling regular employee positions
- Designated a monthly volunteer day, with employees actively participating in social contribution activities

› Activities at Lion Corporation (Korea)

Labor-Management Relations Data

	Scope	2021	2022	2023	2024	2025
Percentage of companies with labor unions, labor-management councils, or other mechanisms for consultation between employees and management	Lion Group	86.4%	86.4%	86.4%	86.4%	86.4%
Percentage of employees who are members of the above	Lion Corporation (including employees on loan)	77.9%	65.9%	62.6%	60.6%	59.9%
	Lion Group	75.1%	72.9%	71.3%	70.5%	80.6%

Going forward, we will continue to advance initiatives aimed at building better labor-management relations.

Respect for Human Rights

Basic Approach Human Rights Policy Implementation Framework
2030 Objectives & Progress Initiatives

Basic Approach

The Lion Group implements various measures in accordance with its purpose of making a difference in everyday lives by redesigning habits: ReDesign. One such measure is the Charter for Corporate Behavior, which states that “We shall respect human rights ... observing both the spirit as well as the letter of all applicable laws and international rules.” Another is the Behavioral Guidelines, which state that the Group will not permit child labor or forced or coerced labor, will provide equal employment opportunities and treat employees fairly, and will take an active interest in the human rights practices of its suppliers.

The Group has also declared its support for and adherence to the International Bill of Human Rights (the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights), which stipulates the fundamental human rights of all people in the world, as well as the Ten Principles of the United Nations Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work and the Children’s Rights and Business Principles.

Respect for human rights is indispensable to the pursuit of happiness and a higher quality of life. The Group recognizes that it has a responsibility as a company to affirm diversity, including that of race, religion, gender, sexual orientation, age, nationality and disability, and to fully respect all human rights. Furthermore, it recognizes that doing so strengthens its business foundation.

Human Rights Policy

In 2019, based on the framework of the United Nations Guiding Principles for Business and Human Rights, the Lion Group established the LION Human Rights Policy to further clarify its stance on human rights abuses as well as its global efforts in this area. Since then, Lion has periodically reviewed its human rights policy to ensure the strength of its efforts.

In 2023, with the approval of the Board of Directors, we amended the LION Human Rights Policy in light of social conditions surrounding business and human rights as well as the status of the Group’s human rights due diligence* efforts, taking into careful consideration the elements necessary to the policy going forward.

The amended policy clearly stipulates, in great detail, a management system that emphasizes respecting human rights (human rights due diligence) and remedies to violations (internal and external whistle-blowing system) in addition to other related matters. The revised policy has been translated into the languages of the countries and areas in which Lion does business and disclosed to stakeholders involved in the Group’s business activities via the websites of Lion and its affiliated companies.

The Human Rights Policy applies to all executives and employees of the Lion Group. Moreover, the Group’s business partners and suppliers are required to support and respect the policy. The Human Rights Policy also stipulates that in the event of a conflict between internationally recognized human rights and national or local laws and regulations, the Group will seek to ensure that internationally recognized human rights principles are respected.

* Measures that companies must take to avoid violating human rights and to provide relief to victims of violations.

Implementation Framework

Initiatives regarding human rights are discussed at review meetings attended by the representatives of relevant divisions, with necessary changes proposed to the Executive Management Board as well as matters requiring deliberation and approval submitted both to this board and the Board of Directors.

2030 Objectives & Progress

Objectives (2030)	Indicators (2030)	Progress (2025 Results)
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%	• Human rights due diligence implementation Lion Group: 100% Suppliers: 95%

› Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

Initiatives



Promoting Human Rights Due Diligence



Initiatives to Prevent Human Rights Violations along the Value Chain

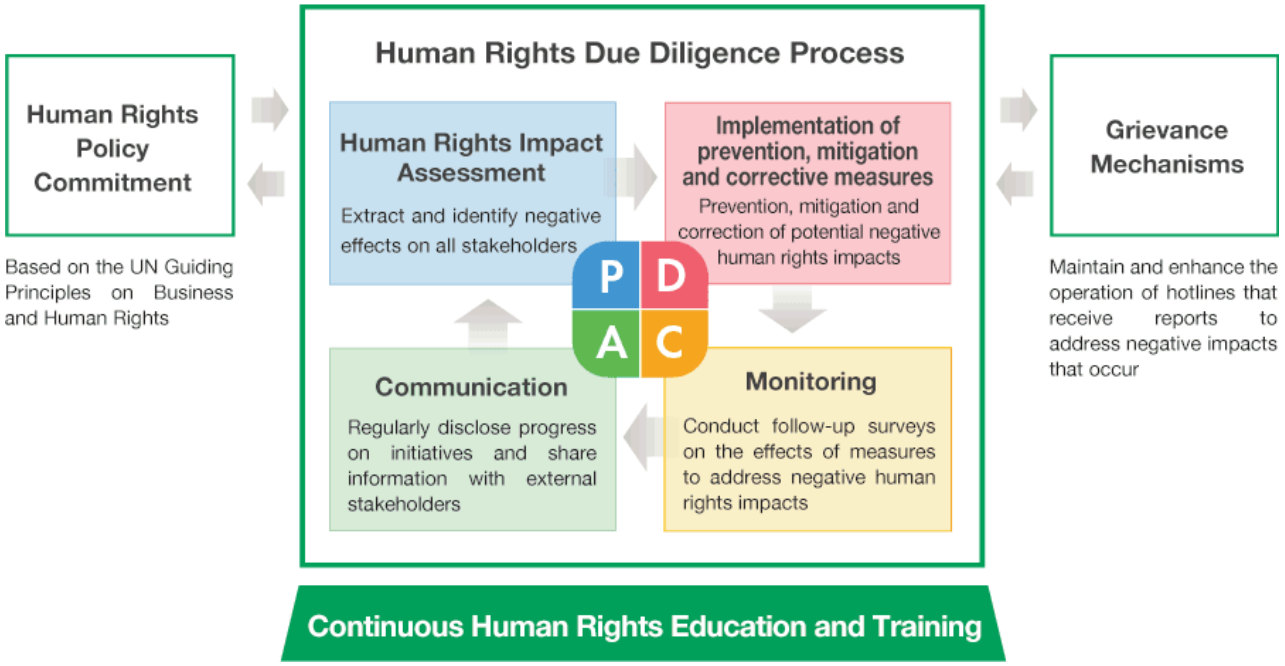
Promoting Human Rights Due Diligence

- Human Rights Due Diligence
- Human Rights Impact Assessment
- Implementation of Prevention, Mitigation and Corrective Measures
- Monitoring
- Communication
- Initiatives at Overseas Group Companies

Human Rights Due Diligence

The Lion Group, in order to take responsibility for identifying, preventing, mitigating and addressing negative human rights impacts caused or contributed to by its business activities, established the Human Rights Review Committee, a cross-departmental organization that takes the lead in promoting human rights due diligence*through the following process based on the UN Guiding Principles on Business and Human Rights while also engaging in dialogue with stakeholders involved with the Group's business, including employees and temporary employees, business partners, suppliers, communities, consumers, external experts and organizations related to human rights.

Recognizing that human rights risks may change as the Lion Group's business activities, social conditions and the human rights environment evolve, we will seek better ways to enhance the effectiveness of our efforts by implementing a PDCA cycle for our Human Rights Due Diligence Process, which includes the Human Rights Impact Assessment.



Overview of Human Rights Due Diligence

* Corporate measures to avoid causing human rights violations and provide remediation for the victims of such violations

Human Rights Impact Assessment

Overview of Anticipated Human Rights Risks in the Group's Business Activities

The Group's main business encompasses the development, manufacture and sale of household products. Among these, we notably handle many cleaning products, including laundry detergents. The surfactants that comprise the washing ingredients of these products are derived from such raw materials as palm oil, palm kernel oil and their derivatives. The main production areas for palm oil and palm kernel oil are Malaysia and Indonesia, and we recognize that these countries and areas as well as the commodities themselves bear relatively high human rights risks and pose problems regarding sustainable procurement, including human rights based on data provided by international human rights organizations and Sedex. Specifically, human rights risks such as overwork, the use of child labor and smoke damage from illegal slash-and-burn forest clearing are assumed for stakeholders who may be placed in vulnerable positions such as palm plantation workers.

In addition, corrugated boxes used to package and transport household products use a large amount of paper and pulp as packaging materials, which may pose environmental human rights risks due to inadequate forest management and other factors.

In our manufacturing processes, we rely on the cooperation of a wide array of raw material manufacturers and production contractors. If human rights risks arise from transactions with suppliers that are not fully committed to sustainable procurement practices—including respect for human rights—this could lead to disruptions in product supply as well as impact the reputation of the Group.

Furthermore, even within our own value chain—encompassing planning, procurement, research, production, sales and administration—risk factors such as overwork, excessive working hours, discrimination based on race or gender, and harassment may arise or be exacerbated among Lion employees, temporary employees and business partners. When expanding our business beyond product sales to include services, the increased points of contact with consumers necessitate even greater vigilance regarding privacy rights, including the management of personal information.*

* Refers to the International Trade Union Confederation (ITUC) Global Rights Index, etc.

Extrapolation of Human Rights Issues Anticipated in the Lion Group Business Activities

In order to further clarify the potential and actual human rights risks that may occur in the value chain in the countries and areas where the Group operates, we have identified 25 human rights issues as relevant to the Group's business activities based on the International Bill of Human Rights, the Ten Principles of the UN Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work, the Children's Rights and Business Principles and other international standards related to human rights.

In extrapolating human rights issues, we have referred to the social context surrounding business operations and human rights, the United Nations Environment Programme Finance Initiative (UNEP FI), guidelines on human rights formulated by the Japan Business Federation and advice from external experts.

Extrapolated Human Rights Issues

Forced and coerced labor	Freedom to form and join trade unions	Protection of motherhood and childhood	Just compensation and living wages	Right to privacy
Freedom of movement and residence	Equal pay for equal work	Harassment	Freedom of employment and unemployment insurance	Impacts on the lives of local residents
Child labor	Discrimination in hiring	Freedom of thought and religion	Right to safe and healthy working conditions	Access to water
Right to an education	Discrimination in the terms and conditions of employment	Overwork and excessive working hours	Right to a decent standard of living and health	Environmental management
Rights of young workers	Discrimination in opportunities and evaluations	Right to rest and leisure	Right to social security	Consumer safety and health

The Lion Group's Human Rights Impact Assessment and Identification of Priorities

On an annual basis, the Lion Group identifies human rights issues posing potential challenges to its business activities through the assessment of potential and actual historical impacts of said issues on our stakeholders: our employees and temporary employees; business partners, including contractors; suppliers; communities, including indigenous peoples; and consumers.

Based on the United Nations Guiding Principles Framework and other guidelines on human rights, we assess the scale of human rights violations, the scope of those violations, the likelihood of occurrence and the possibility of resolution. This task is undertaken mainly by persons responsible for the relevant departments as well as an investigative committee on human rights, who after making a comprehensive judgment based on such factors as changes in business and society and the opinions of stakeholders, including external experts, creates a risk map based on the results of the Human Rights Issue Check Sheet that identifies outstanding human rights issues as priorities for the Company.

Implementation of Prevention, Mitigation and Corrective Measures

For priority issues (salient human rights issues) identified by the human rights impact assessment, we implement the following actions to prevent, mitigate and remedy negative human rights impacts.

Priority Issues for the Company (Salient human rights issues)	Measures and progress toward preventing, mitigating and correcting negative impacts	2025 Results
Suppliers using forced labor or child labor, violating the rights of young workers, imposing overwork and excessive working hours, impinging the right to enjoy safe and healthy working conditions, freedom of residence and relocation, denying the right to education, freedom of work and employment security	We are promoting the procurement of third-party certified raw materials, such as RSPO and FSC certified products like palm oil, palm kernel oil, paper and pulp, in cases where human rights risks are of particular concern.	• Certified palm oil and palm kernel oil derivatives: 59% of the Group (based on key raw materials) • Certified paper and pulp: 58% of the Group (item ratio)
	We are using self-checks based on the Lion Group Supplier CSR Guidelines and Sedex and implementing risk assessments at suppliers.	• Supplier risk assessment implementation rate: 95% of the Group
	We add the Lion Human Rights Policy, the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work to the memorandum of the Lion Group Supplier CSR Guidelines and are requiring that the human rights policy be endorsed and followed by suppliers as well.	• Memorandum of Understanding on human rights signed with 47 of the 90 major domestic companies
Supplier's local community access to clean water resources, impact on local livelihoods and environmental management	To prevent, mitigate and correct such negative impacts as lack of access to water resources in local residential communities near supplier bases, self-checks based on the Lion Group CSR Guidelines are including questions regarding environmental management to ascertain the status of specific initiatives undertaken for the community.	• Monitoring has been conducted using self-checks based on the Lion Group CSR Guidelines

Priority Issues for the Company (Salient human rights issues)	Measures and progress toward preventing, mitigating and correcting negative impacts	2025 Results
Overwork, excessive working hours and internal employee harassment among our business partners	To prevent, mitigate and correct the causes, contributing factors and the negative effects themselves of overwork and excessive working hours at our business partners, we are working to disseminate and establish the Lion Group Charter of Corporate Behavior and the Lion Human Rights Policy through e-learning and training programs for our employees. In addition, we are quantitatively assessing our employees' understanding of these issues and evaluate their behavior at work through the Compliance Awareness Survey.	• Human rights training has been introduced at the Company and seven of our domestic affiliates and seven of our overseas affiliates.
Consumers' right to privacy	To prevent and reduce the risk of personal information leaks and thereby protect consumers' right to privacy, we have established policies and regulations such as the Personal Information Management Regulations, the Basic Policy of Our Information Management, the Information Management Regulations and the Information Security Regulations in accordance with the Act on the Protection of Personal Information. We also implement annual e-learning programs on information security and information management systems as part of Company employee education, and continually strengthen information security measures, including personal information protection at overseas affiliated companies, in accordance with laws and regulations.	• e-learning type training for domestic employees on compliance with personal information management regulations has been introduced • Certification for information management systems was maintained for services entailing the handling of medical information

Access to Relief (Establishment of Grievance Mechanisms)

The Group has established the AL (All Lion) Heart Hotline, an internal and external whistle-blowing system, as a grievance mechanism to manage complaints about transgressions of business ethics, particularly those involving human rights.

Under this system, whistleblowers can be stakeholders from outside the Group, like business partners. The privacy of whistleblowers and reported parties informants is safeguarded and secrecy is assured for any investigations. Aside from anonymous reports, etc., all instances are also relayed to all whistleblowers.

In 2025, the AL (All Lion) Heart Hotline fielded reports regarding various human rights issues, including harassment; however, no cases were deemed to involve serious case , and all were handled appropriately.

For details of the system and the details of consultation and reporting, please refer to the following link on the Company's website.

> Internal and External Whistle-Blowing System (AL Heart Hotline)

Monitoring

Each preventive, mitigating and corrective measure is assigned a qualitative or quantitative indicator and monitored twice a year by the investigative committee on human rights.

Communication

External Disclosure

The status of human rights initiatives, etc. is published on the Company's website as necessary.

Education, Dialogue

Lion implements annual e-learning training for all domestic employees (including part-time employees) to ensure that the Lion Group Charter of Corporate Behavior and the Lion Human Rights Policy are widely understood and firmly established.

In addition, every year we conduct a Compliance Awareness Survey for all domestic employees (including part-time employees) to quantitatively and qualitatively assess their awareness of compliance, including with regard to human rights and workplace behavior, while providing feedback to each department on the results to raise employee awareness and create a better environment.

In promoting human rights due diligence, we held study sessions and exchanged opinions on business and human rights with directors, Audit & Supervisory Board members, executive officers, managers of divisions with human rights jurisdiction and external experts to deepen understanding of the issues.

Participation in External Initiatives on Human Rights

The Group also participates in such external initiatives as workshops held by the Human Rights Due Diligence (HRDD) Subcommittee of the Global Compact Network Japan (GCNJ) and in working groups of the Supply Chain Subcommittee to promote understanding and awareness of social conditions surrounding human rights. The Japan Cosmetic Industry Association (JCIA), to which we belong, has formulated Sustainability Guidelines as well as the Guide to Human Rights and Labor Risk Responses in the Value Chain.
Going forward, we will continue to actively work toward the realization of the sustainable development of society, including human rights.

Initiatives at Overseas Group Companies

Risk Assessment in the Lion Group

We regularly conduct hearings with each of our overseas Group companies on issues regarding human rights that are assumed to be incorporated into their business activities. During those hearings the Company uses the Sustainability Activities Conformation Sheet, which with the help of external experts, identifies the issues that need to be considered in the countries and areas where we operate with respect to key sustainability issues as a means of ascertaining the status of prevention, mitigation and corrective measures and responses, as well as monitoring the progress of such measures and responses.

Risk Assessment of Suppliers

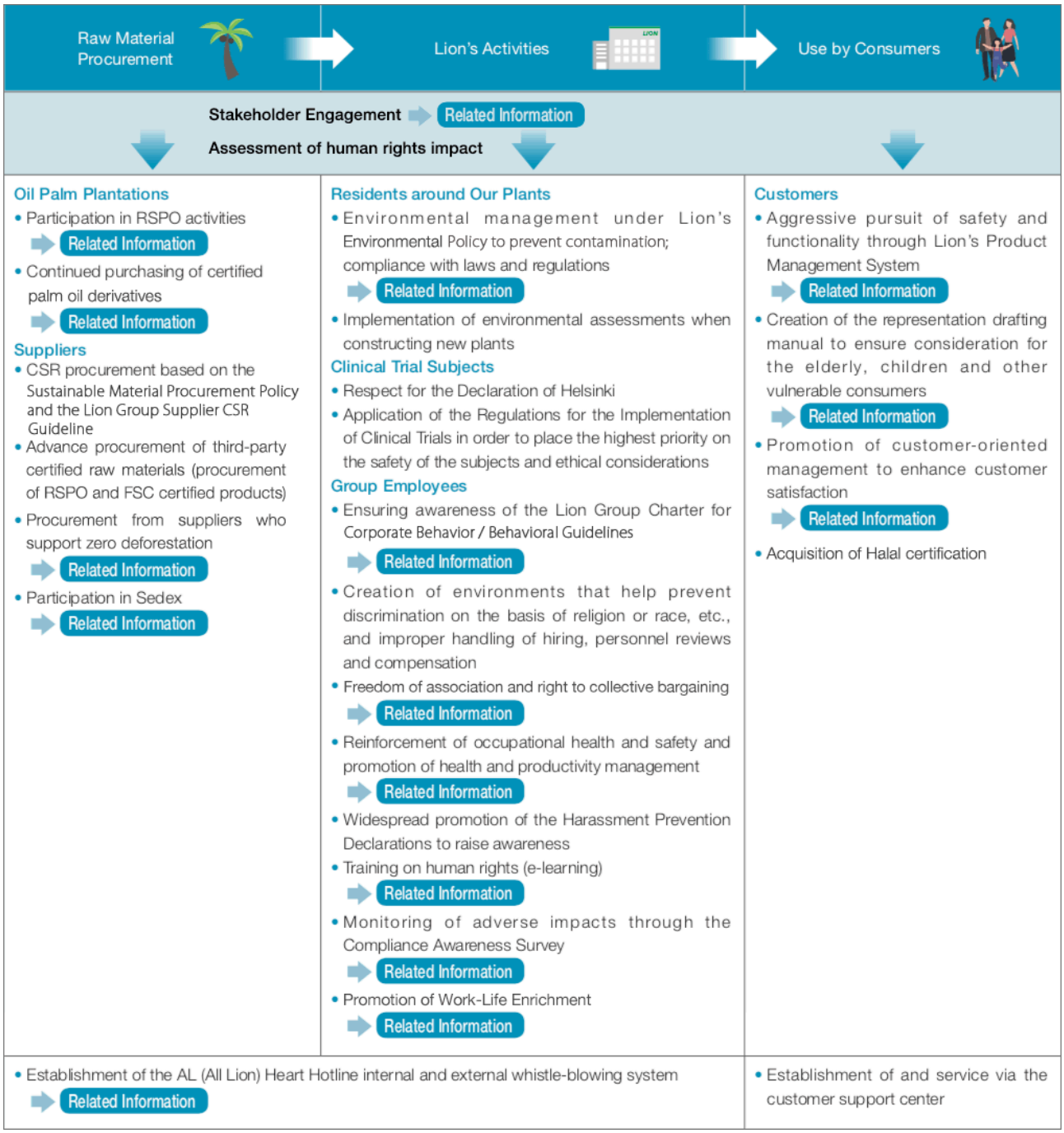
For suppliers that conduct business with our overseas Group companies, we use self-checks based on the Lion Group Supplier CSR Guidelines and Sedex's data analysis to assess the impact of suppliers on matters related to the Group's Procurement Policy, including human rights and labor.

Initiatives to Prevent Human Rights Violations along the Value Chain

- Overview of Lion's Human Rights Prevention Initiatives along the Value Chain
- Initiatives in Raw Materials Procurement
- Initiatives in Customer Use

Overview of Lion's Human Rights Prevention Initiatives along the Value Chain

The Group is taking the following steps to reduce the risk of potential human rights violations along each portion of the value chain involving the procurement of raw materials, activities at the Company and use by consumers.



Initiatives in Raw Materials Procurement

The Lion Group has clarified its stance on sustainability, including legal compliance, environmental conservation and respect for human rights in its Procurement Principles as part of its efforts to prevent human rights violations in raw material procurement. The Group is also evolving its efforts with its suppliers. We are also promoting the sustainable procurement of palm oil and palm kernel oil, our main plant-based raw materials, as we recognize the importance of such efforts.

(1) Raw Materials Procurement

Prevention and Mitigation Measures	2030 Targets and Progress in 2025
Procure third party-certified raw materials → Procure products certified by the Roundtable on Sustainable Palm Oil (RSPO) and Forest Stewardship Council (FSC)	• Target: 100% procurement of RSPO-certified materials • Progress: 99% of key raw materials are RSPO-certified (scope: consumer products sold in Japan)
	• Target: 100% procurement of FSC-certified materials • Progress: 88% of materials are FSC-certified (percentage of product types sold in Japan); we are promoting the use of paper certified by the FSC or the Programme for the Endorsement of Forest Certification (PEFC) and recycled paper as copy paper and in office supplies
Promote trade with suppliers with the ability to resolve social and environmental problems that may occur in the supply chain → Suppliers that support efforts aimed at zero deforestation	• Target: Procurement from suppliers that support efforts aimed at zero deforestation: All suppliers • Progress: 55% (scope: raw material suppliers for the Lion Group in Japan)

(2) Suppliers

Prevention and Mitigation Measures	Progress in 2025
Regular risk evaluations of the sustainability activities of suppliers	Conducted a self-check based on the Lion Group Supplier CSR Guidelines, and conducted a risk assessment on sustainability at suppliers of Lion, domestic Group companies, Lion Daily Necessities Chemicals (Qingdao) Co., Ltd., Lion Corporation（Korea）, Lion Corporation (Thailand) Ltd. and Southern Lion Sdn. Bhd using Sedex.
Identification of high-risk suppliers	Set standards for high-risk suppliers for self-checks based on the Lion Group Supplier CSR Guidelines and Sedex
Audits of high-risk suppliers and formulation of improvement plans	High-risk suppliers were not applicable

Initiatives in Customer Use

As part of our efforts to ensure that our customers can use our products safely and with peace of mind, we have established a Product Management System, a set of rules that define our business processes and quality assurance at each stage of product development. In addition to complying with the Act on Pharmaceuticals and Medical Devices, the Act against Unjustifiable Premiums and Misleading Representations, the Health Promotion Act, and other related laws and regulations, we have established a representation drafting manual and conduct accurate and moderate advertising and promotions that do not cause misunderstanding or discomfort, taking the customer's viewpoint into consideration.

In countries and areas where many Muslims live, such as Malaysia and Indonesia, we are working to obtain Halal certification* so that local consumers can use our products with peace of mind.

* Certification under systems for labeling products that have cleared halal certification standards with a halal-certified mark. A halal certificate issued by a certifying body officially recognized by the country's halal certification authority is required to sell products with a halal-certified mark.

Examples of Halal-Certified Products


KERAJAAN MALAYSIA
GOVERNMENT OF MALAYSIA
Sijil Pengesahan
CERTIFICATE OF AUTHENTICATION
HALAL

A Malaysian halal certificate



Shokubutsu Complete Moisture body wash sold in Malaysia


MAJELIS ULAMA INDONESIA
THE INDONESIAN COUNCIL OF ULAMA
مرفقة لشهادة الحلال
LAMPIRAN SERTIFIKAT HALAL
THE ATTACHMENT OF HALAL CERTIFICATE

An Indonesian halal certificate



Systema toothpaste sold in Indonesia

Building Responsible Supply Chain Management

Basic Approach | Overview and Implementation Framework | 2030 Objective & Progress | Initiatives

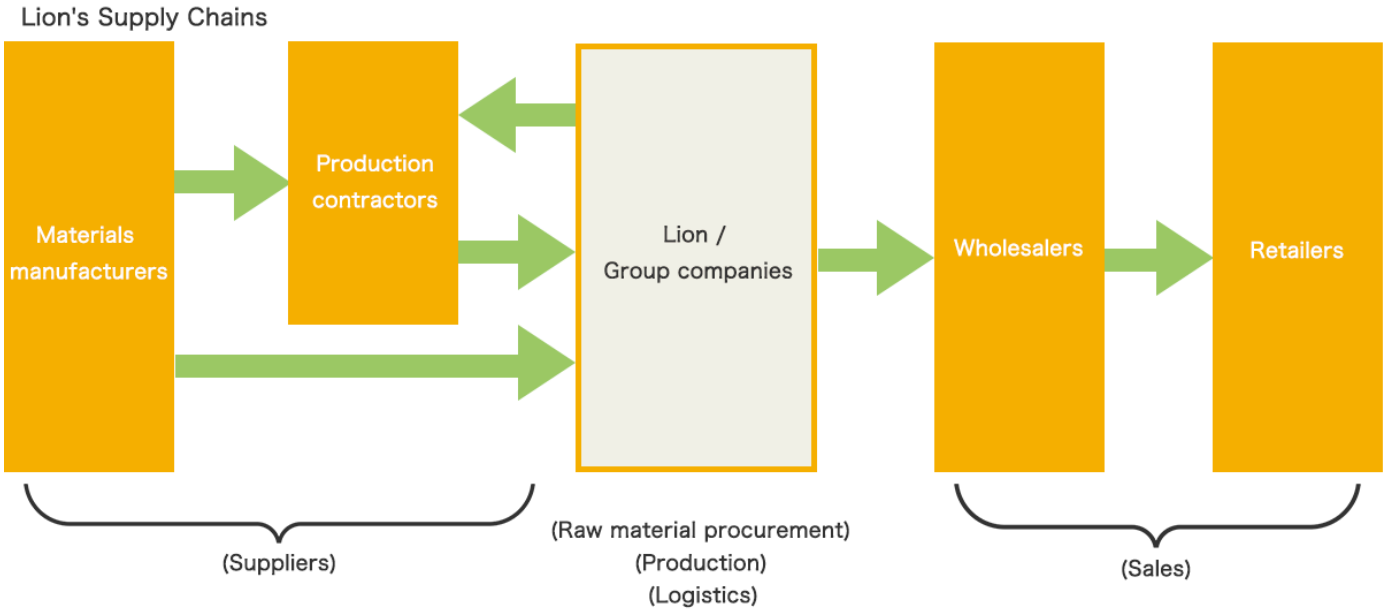
Basic Approach

The Lion Group regards the creation of responsible supply chain management through reinforced coordination with materials manufacturers and production contractors as a key issue in its supply chain initiatives. To reduce the negative environmental and social impacts of business activities and advance sustainable mutual business development, we must work with suppliers to evolve our sustainably initiatives based on our Procurement Principles. These principles clearly lay out Lion's policy of considering legal compliance, environmental conservation and respect for human rights when selecting suppliers.
Furthermore, Lion recognizes the importance of promoting the sustainable procurement of palm oil, a key plant-based raw material for the Company, and is advancing initiatives to that end.

Instituting the LION Anti-Bribery Principles

The Lion Group established the LION Anti-Bribery Principles in January 2019 in light of developments around the world related to strengthening legal regulations against acts of bribery and corruption.
Going forward, we will continue working to ensure that our business activities are fully compliant with the laws and regulations of the countries and regions in which we do business.

Overview and Implementation Framework



2030 Objective & Progress

Objectives (2030)	Indicators (2030)	Progress (2025 Results)
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%	• Ratio of certified raw materials procurement Japan: Certified paper and pulp: 88% (item ratio) Certified palm oil and palm kernel oil derivatives: 99% (based on key raw materials) Lion Group: Certified paper and pulp: 58% (item ratio) Certified palm oil and palm kernel oil derivatives: 59% (based on key raw materials) • Ratio of suppliers supporting zero deforestation Japan: 55%, Lion Group: 47%

> Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

Initiatives



Promoting Sustainability with Materials Manufacturers and Production Contractors



Aiming for Sustainable Raw Material Procurement

Promoting Sustainability with Materials Manufacturers and Production Contractors

- Self-Checks Based on the Lion Group Supplier CSR Guidelines
- Joined Sedex, the Supplier Ethical Data Exchange
- Employee Training on Sustainable Procurement

Self-Checks Based on the Lion Group Supplier CSR Guidelines*1

To advance responsible procurement activities, each year the Lion Group asks that the materials manufacturers and production contractors (suppliers) it works with implement self-checks based on the Lion Group Supplier CSR Guidelines . In this way, we are promoting the creation of frameworks throughout the supply chain to avoid risk related to human rights, labor practices, the environment, fair operating practices, consumer issues and compliance.

Since 2014, we have moved the self-checks entirely online, enabling suppliers to respond more efficiently. We also provide suppliers with feedback based on the self-check results. The result of these efforts is a system that continuously advances CSR procurement, through which we aim for a 100% response rate every year.

In 2025, Lion Corporation (Korea) requested self-checks from its 91 suppliers, achieving a response rate of 86%. Lion Daily Necessities Chemicals (Qingdao) Co., Ltd. (China) requested self-checks from its 52 suppliers, achieving a response rate of 90%. Southern Lion Sdn. Bhd. requested self-checks from its 53 suppliers, achieving a response rate of 98%. Lion Corporation (Thailand) Ltd. requested self-checks from its 61 suppliers, achieving a response rate of 93%. Additionally, self-checks*2 were also conducted by 66 trading partners of Lion Engineering Co., a domestic Group company, achieving a response rate of 85%.

We will continue to promote sustainability initiatives with our suppliers in the countries where we have all of our Group's production division plants.

*1 The Lion Group Supplier CSR Guidelines comprise 21 guidelines under the five categories (Human Rights/Labor Practices, The Environment, Fair Operating Practices, Consumer Issues, Compliance)

- Lion Group Supplier CSR Guidelines and Glossary (English)
- Lion Group Supplier CSR Guidelines and Glossary (Japanese)
  - Lion Group Supplier CSR Guidelines and Glossary(Japanese) (Lion Engineering Co. Ltd. version)
- Lion Group Supplier CSR Guidelines and Glossary (Chinese)
- Lion Group Supplier CSR Guidelines and Glossary (Korean)

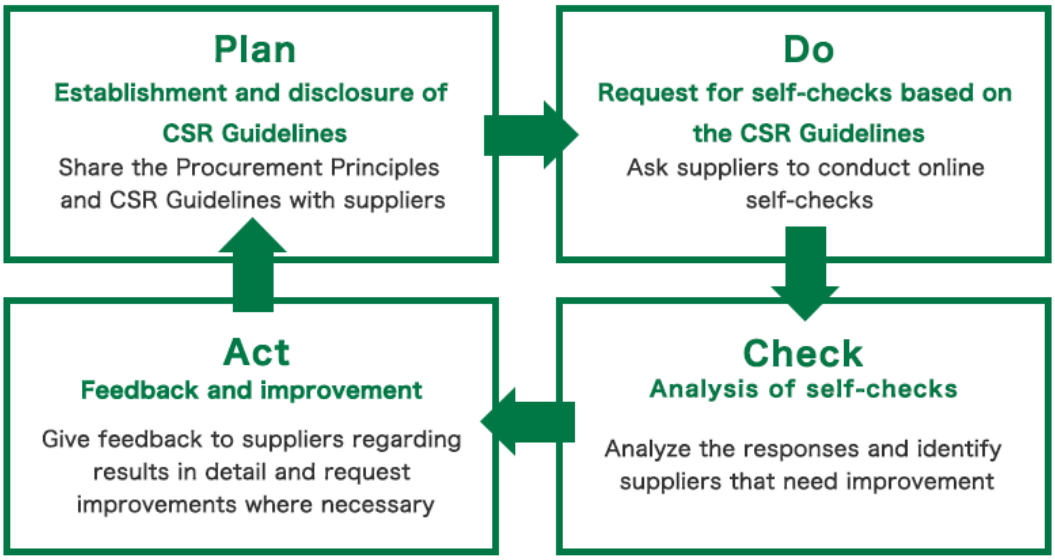
*2 Lion Engineering Co., Ltd.'s version of the self-check includes the addition of "Confrontation with antisocial entities: Cut off relations with antisocial entities and reject any unreasonable demands" to item 21.

Timeline of Sustainable and Responsible Procurement Initiatives

2005	Instituted the Basic Policy Regarding Purchasing and implemented the appropriate procurement of raw materials and products.
2008	Established the Procurement Principles, which clarify our social and environmental considerations. Conducted a questionnaire survey for domestic and overseas raw material manufacturers and production contractors about their corporate activities regarding legal compliance, product service quality and safety, environmental considerations, labor practices and human rights, and fair trade.
2013	Amended the Procurement Principles and clarified our stance of considering legal compliance, environmental conservation and respect for human rights when selecting suppliers. Instituted the Lion Group Supplier CSR Guidelines , which specify the sustainability initiatives we expect from raw material manufacturers and production contractors and asked our suppliers to conduct self-checks of their sustainability initiatives.
2014	Introduced an online self-check system.
2018	Lion Corporation (Korea) requested self-checks from its suppliers, expanding the number of countries in which the Group implements self-checks.
2019	• Established the LION Human Rights Policy and LION Anti-Bribery Principles to clarify the Group's stance on initiatives for sustainable and responsible procurement. • Established the Sustainable Material Procurement Policy to advance initiatives aimed at the sustainable procurement of palm oil derivatives and pulp and paper products, which are key raw materials for the Lion Group. • Took part in the Supplier Ethical Data Exchange (Sedex)—headquartered in the United Kingdom—in order to further reduce social and environmental risk in purchasing.
2020	Overseas Group company Lion Daily Necessities Chemicals (Qingdao) Co., Ltd. requested self-checks from its suppliers.
2021	Domestic Group company Lion Engineering Co., Ltd. requested self-checks from its suppliers.
2022	Overseas Group company Southern Lion Sdn. Bhd. requested self-checks from its suppliers.
2023	Overseas Group company Lion Corporation (Thailand) Ltd. requested self-checks from its suppliers.
2024	Providing suppliers with reference materials to help improve CSR activities at the time of feedback. Examples of reference materials • SAFETY AND HEALTH AT THE HEART OF THE FUTURE OF WORK • Rules of the Game: An introduction to the standards-related work of the International Labour Organization • The Ten Principles of the UN Global Compact • GCNJ An Introduction to Sustainable Procurement-Promoting CSR in the Supply Chain

The Lion Group does business with suppliers who have implemented self-checks based on the Lion Group Supplier CSR Guidelines .

PDCA Cycle for Self-Checks



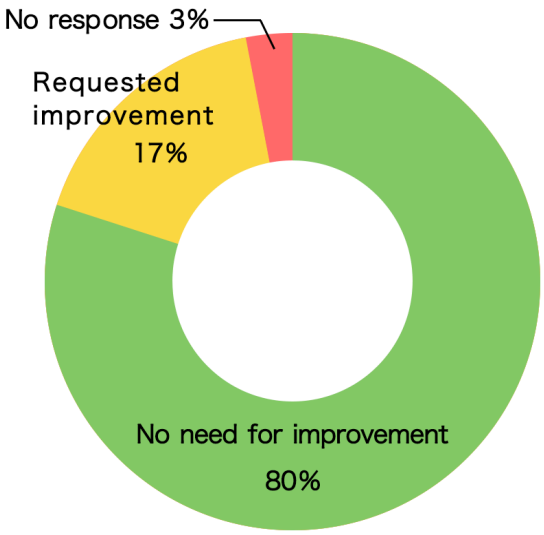
In order to ensure that our suppliers understand the importance of addressing sustainability-related issues, we include a section explaining the situation surrounding sustainability in our self-check request form. The self-check employs a three-step checking standard for each initiative and a detailed glossary.

Number of Primary Suppliers Requested to Self-Check and Response Rates (Target: 100% every year)

	Primary Suppliers	Response Rate
2021	502	100%
2022	474	96%
2023	436	96%
2024	392	97%
2025	356	97%

Results Summary

Self-Check Results (2025)



Number of companies monitored:
356 primary suppliers (raw material manufacturers and production contractors; 306 domestic and 50 overseas) of the domestic Lion Group

- The response rate in 2025 was 97%, and the average score, on a scale of 1 to 3 points, was 2.83, confirming that sustainability measures are being implemented throughout the supply chain.
- There were 347 primary suppliers that responded to the self-check.

Key Suppliers

The Lion Group considers suppliers from whom it purchases substantial amounts of raw materials and suppliers that cannot be readily replaced to be key suppliers. We monitor the sustainability initiatives of key suppliers on an ongoing basis. Specifically, we define key suppliers as the top 30 companies (on a purchase price basis) serving each of the three divisions of the Purchasing Department (Raw Material Office, Packaging Material Office, Finished Product Office), for a total of 90 companies (total includes five Group companies).

Key Suppliers

	Number of key suppliers	Percentage of key suppliers among primary suppliers	Portion of purchasing that is from key suppliers (monetary basis, among all primary suppliers)
2021	90	17.9%	89%
2022	90	17.9%	89%
2023	90	19.3%	89%
2024	90	25.6%	92%
2025	90	29.8%	95%

High-Risk Suppliers

After receiving the self-checks, the Lion Group confirms whether or not suppliers are meeting the standards it has set for its key sustainability items. Suppliers with low scores are designated as high-risk suppliers. In 2025, there were no high-risk suppliers.

Selecting New Suppliers

Before doing business with a new supplier, Lion requires the company to perform a self-check based on the Lion Group Supplier CSR Guidelines to confirm that the company meets the standards it has set for its key sustainability items.

Joined Sedex, the Supplier Ethical Data Exchange

Headquartered in the United Kingdom, Sedex is a not-for-profit organization that provides the world's largest platform for managing and sharing ethical supply chain data, with the aim of establishing ethical and responsible business practices in global supply chains. The Lion Group joined Sedex as an AB member at the end of 2019 in order to further reduce social and environmental risk in its purchasing. We encourage our suppliers to join Sedex to reduce the burden of self-checks and request that they use the platform provided by Sedex to submit their annual self-check responses. Of Lion's 90 key suppliers, 46 are using the Sedex platform (as of March 31, 2026). In addition, after the close of 2024, the Company initiated a high-risk supplier response, and in 2025 it requested corrective action responses from 10 suppliers whose management control scores and SMETA audit remediation responses did not meet its standards. All suppliers have since met the Company's standards, with improvements in SAQ updates and SMETA audit findings. Going forward, we will continue to reinforce and enhance supplier management and risk management.

Employee Training on Sustainable Procurement

Lion provides sustainable procurement training to every Purchasing Department employee who is involved in buying. We also hold study groups to help employees obtain certification under the Certified Procurement Professional (CPP) system offered by the Japan Management Association.* Participants not only learn buying operation management and gain practical knowledge, they learn about the importance of procurement that takes into account the environment, ethics, safety and hygiene, human rights and other such factors as well as about working with suppliers.

When selecting suppliers and setting pricing and other terms, we always enter into agreements with relevant parties through fair and transparent discussions. We thoroughly enforce compliance with the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors through such means as training for Purchasing Department employees.

In response to growing calls for CSR procurement, going forward, we will advance human resource development, including proactively sending employees to seminars related to purchasing and procurement.

* CPP: A qualification for persons involved in corporate purchasing and procurement indicating that the holder has acquired specialized knowledge in the field of purchasing and procurement.

CPP qualification website [Japanese]

Aiming for Sustainable Raw Material Procurement

Approach Sustainable Palm Oil Procurement Sustainable Pulp and Paper Procurement

Approach

The Lion Group aims to contribute to the achievement of the Sustainable Development Goals (SDGs), a set of shared worldwide goals for 2030. However, palm oil derivatives and pulp and paper products, which are key raw materials in the Lion Group's products, present risks related to raw material procurement to sustainable development in terms of human rights, labor issues and environmental issues. To address these risks, we have established the Sustainable Material Procurement Policy. Based on this policy, we are advancing initiatives aimed at the sustainable procurement of palm oil derivatives and pulp and paper products.

Sustainable Palm Oil Procurement

The Lion Group is proactively advancing the utilization of plant-derived materials that are carbon neutral and non-depletable. Among the plant-derived materials that Lion uses are derivatives of palm oil—the world's leading vegetable oil in terms of production volume. Palm oil is produced principally in Malaysia and Indonesia.



The raw material behind palm oil: the fruit of the oil palm

Palm oil production is increasing year by year, partly because oil palms (the source of palm oil) are highly productive and can be harvested throughout the year. However, with the rapid expansion of production, a number of issues have arisen in producing regions, such as the destruction of tropical rainforests and wildlife habitats as land is cleared for the development of new plantations. Furthermore, improper farming operations involving a wide range of human rights and labor abuses that reflect a lack of social justice have been identified. These include poor labor conditions with inadequate consideration given to health and safety, low wages, improper treatment of immigrant workers and the use of child labor.

Since 2006, Lion has been a member of the "Roundtable on Sustainable Palm Oil (RSPO)," [*1] which works toward the resolution of such issues. In 2012, the Oleochemical Production Site of Lion Chemical Co., Ltd., a domestic affiliate that procures palm oil from Malaysia and Indonesia, passed the RSPO's supply chain certification system [*2] inspection and was certified as a plant that may handle RSPO-certified palm oils. Accordingly, Lion Group started procuring RSPO-certified palm oils from 2012. The Lion Chemical Corporation Fine Chemical Production Site received RSPO supply chain certification in March 2020, and Lion Corporation and all its plants (the Chiba Plant, Odawara Plant, Osaka Plant and Akashi Plant) were certified in August 2020.

The Lion Group's aim for the end of 2030 is to ensure RSPO certification for all the palm oil derivatives it uses. As of the end of 2022, Lion had switched to RSPO-certified products for 99% of its domestic key raw materials and continued this effort in 2025.

Furthermore, regarding the palm oil derivative used in its consumer products, the Group's aim is to purchase only oil that can be traced to sustainability-conscious mills. To ensure traceability, the Group discloses a mill list detailing the key materials procured from its primary suppliers.

› Mill list PDF

Going forward, we will continue to work to procure sustainable palm oil.

*1 The Roundtable on Sustainable Palm Oil
The Roundtable on Sustainable Palm Oil (RSPO) believes that for palm oil production to be sustainable, it must not only be compliant with relevant laws and regulations, but economically sustainable, environmentally appropriate and socially beneficial. These requirements are laid out concretely in the RSPO Principles and Criteria. Only palm oil produced in accordance with these seven principles and 40 criteria can be RSPO-certified.

*2 RSPO Supply Chain Certification
This system certifies that RSPO-certified raw materials have a reliable delivery system in place throughout the entire supply chain, after audits by external auditors.



RSPO Supply Chain Verification certificates of the Lion Chemical Co., Ltd. Oleochemical Production Site and Fine Chemical Production Site



RSPO Supply Chain Verification certificate of Lion Corporation and all its directly owned plants

Sustainable Pulp and Paper Procurement

Pulp and paper are used in the manufacture of the Lion Group's product packaging, booklets and pamphlets as well as in the copy paper and other office supplies the Company purchases. In order to better protect biodiversity in the procurement of these materials, based on the Sustainable Material Procurement Policy, we are advancing the procurement of third party-certified paper products. As of the end of 2025, 98% (by weight) of such products procured from domestic manufacturers was third-party certified, and 88% (item ratio) of packaging materials for major products was third-party certified. In addition, we have identified the country of harvest's administrative divisions (states, provinces, etc.) for 100% of the woodchips and pulp used in our product packaging.

Participation in External Supply Chain Initiatives

Lion has been a member of the Roundtable on Sustainable Palm Oil (RSPO), an international initiative, since 2006.

4-0012-06-100-00

Roundtable on Sustainable Palm Oil (RSPO)

Japan Sustainable Palm Oil Network (JaSPON) [Japanese]

Holding the Regional Purchasing Manager Meeting

The Lion Group holds the Regional Purchasing Manager meeting annually with the goals of reducing costs at the overall Group level and reinforcing communication between the purchasing staff of participating companies by fostering personal connections.

In 2025, the conference was held online as well as in person in November, with participation from seven countries, including Japan. At the meeting, the 15th of its kind, representatives discussed ways in which each country can achieve ongoing cost reductions through the promotion of optimization in raw materials, packaging materials and logistics.

Utilizing data visualization tools, efforts to promote Group-wide joint procurement were also undertaken. Regarding ESG initiatives, we reported on and shared information relevant to Japan's efforts to promote the shift to recycled plastics and bio-based materials in packaging while keeping costs under control.

We will continue to support the purchasing activities of each company to strengthen the purchasing power of the entire Group.

Participating Overseas Group Companies

- Lion Corporation (Thailand) Ltd.
- Southern Lion Sdn. Bhd.
- Lion Corporation (Korea)
- Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.
- Lion Kallol Limited
- Merap Lion Holding Corporation

Green Purchasing

The second item of Lion's Procurement Principles states that Lion shall "Rationally select business partners not only on the basis of quality, cost and timely delivery, but also regulatory compliance, environmental protection, labor, and human rights, to fulfill our responsibility to customers and to create a sustainable, healthy society." In line with this principle, we promote environmentally friendly green purchasing on a Company-wide basis.

Along with green purchasing, we are committed to using environmentally friendly office supplies, including notebooks and company envelopes made from recycled paper and FSC-certified paper. In addition, with the relocation to the new headquarters, we have shifted from a conventional purchasing model with multiple departments ordering such supplies independently to one in which a concierge counter handles bulk purchases, helping to regulate the overall volume of office supplies in stock.

Transition to Biomass Inks for Product Packaging

Products with reduced environmental impact are required if we are to minimize environmental problems such as marine plastic pollution and global warming. With this aim in mind, Lion has started using biomass inks* made from plant-based raw materials for some of the color inks used in product packaging (pouches, shrink films, attention seals, labels, etc.).

* Inks designed with biomass-derived raw materials as a portion of the resin component and comprising more than 10% plant-based ingredients in the ink film once dry.

Pursuing Customer Satisfaction and Trust

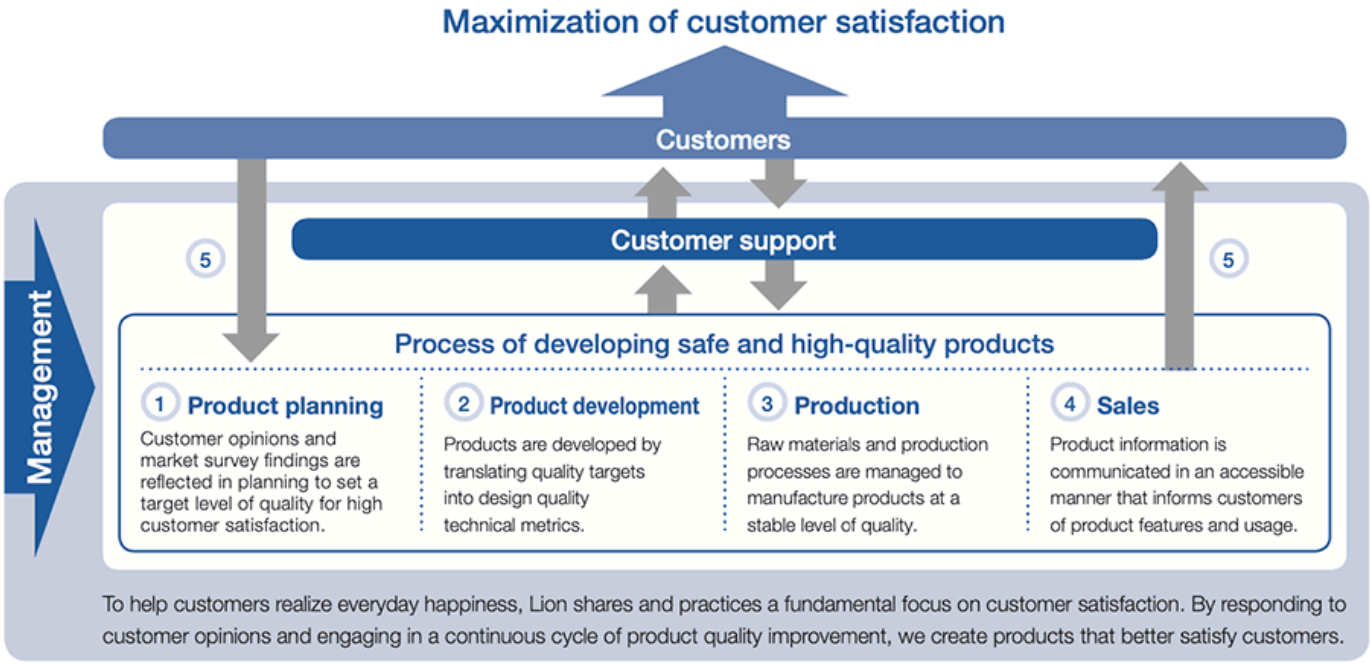
Basic Approach Overview 2030 Objective & Progress Initiatives

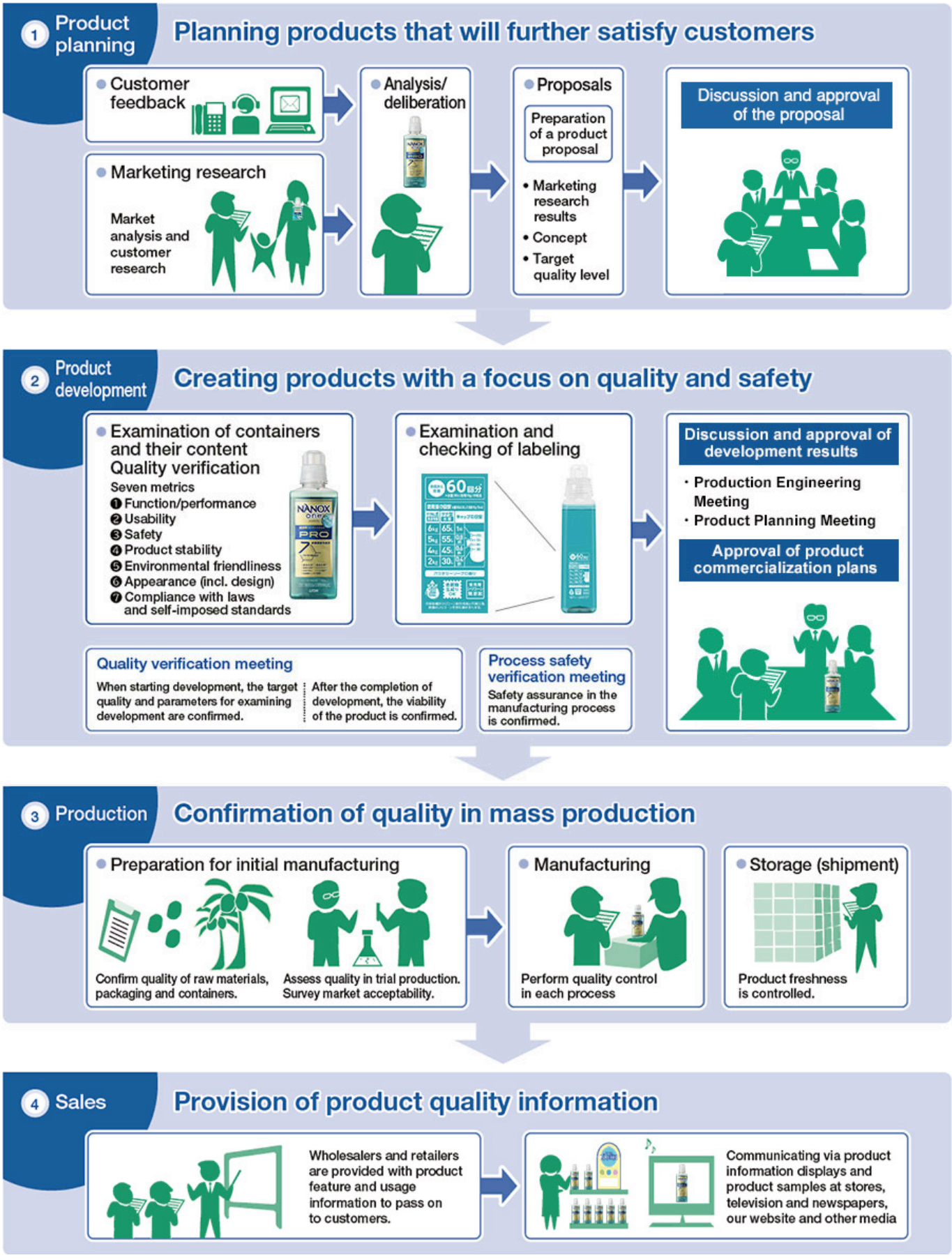
Basic Approach

In order to provide products that will satisfy customers, Lion carries out quality assurance activities at all stages from the very beginning of the product development process to consumption by customers.
Specifically, by identifying the key requirements at each stage of corporate activities— ①product planning, ②product development, ③production, ④sales and ⑤customer support—we are constantly pursuing customer satisfaction.
During product planning, valuable customer opinions are analyzed to identify specific needs. At the product development stage, product quality is verified with respect to seven metrics, including function and performance, and consideration is given to making labeling easy to read and accessible. During production, quality is thoroughly managed within each process, and products that have passed inspection are shipped in identifiable lots, aiding in effective after-sales management. A variety of information is sent to wholesalers and retailers, including product descriptions and samples.

Overview

Product Development Incorporating Customer Opinions





* Access the Research & Development page for more information.

2030 Objective & Progress

Objectives (2030)	Indicators (2030)	Progress (2025 Results)
Promote and reinforce customer-oriented business activities by improving customer support quality and the value of products and services.	• Reflection of customer opinions in all products and services so that customers will continue to choose them	• Conducted ISO 10002 internal audit (June) • Collected and analyzed customer feedback and updated the inquiry and response system to better leverage this feedback (March) • Updated the Q&A management tool to provide timely information to customers and service representatives (December)

> Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

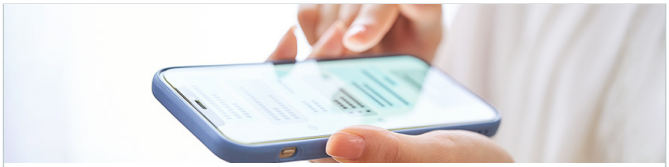
Initiatives



Approach to Quality Assurance, Safety and Reliability



Initiatives to Respond to Our Customers



Reinforcing the Provision of Information to Customers

Approach to Quality Assurance, Safety and Reliability

- Approach
- Quality Policy
- Group-wide Reliability Assurance System
- Approach to Quality Assurance
- Approach to Safety and Reliability
- Approach to Responsible Product Representations
- Participation in Pharmaceutical Product Safety Initiatives
- Animal Testing Policy

Approach

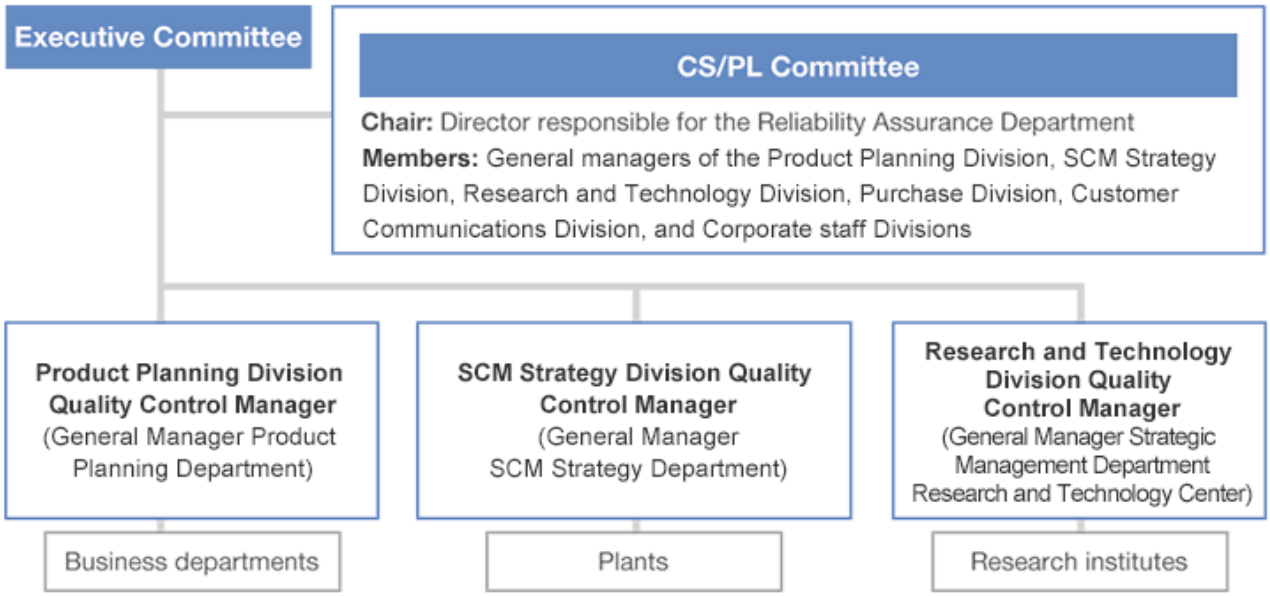
Lion's mission is to earn the confidence and satisfaction of customers by providing excellent products and services that make a difference in everyday lives by redesigning habits.

Quality Policy

Based on our Quality Policy, we create high-quality products that meet customer needs.

Group-Wide Reliability Assurance System

In 2018, we established the Reliability Assurance Department to reinforce quality assurance based on a Product Management System covering the entire supply chain.
To implement quality assurance activities on a Company-wide basis, we have established the CS/PL Committee,* comprising representatives of the Product Planning and Development Division, Production Division, Research and Technology Division, Customer Support Division and the Corporate Division. The Reliability Assurance Department serves as the secretariat for this committee. The CS/PL Committee provides overall management of quality assurance activities, monitoring Group-wide efforts and responses to issues in the areas of legal compliance, setting voluntary standards and targets, and developing superior products from the perspective of reliability assurance. Lion manufactures and sells products ranging from everyday sundries to pharmaceuticals, so its quality assurance system is designed in line with the respective standards for each product category.
Furthermore, Lion maintains a system for swiftly taking the necessary measures to address any serious problems that may arise with its products. These measures include responding to individuals harmed or affected, disclosing relevant information to government authorities and customers, issuing product recalls and taking steps to prevent recurrences.



Reliability Assurance System

* CS/PL Committee: A committee focused on customer satisfaction (CS) and product liability (PL)

Approach to Quality Assurance

Product Management System

Based on its Quality Policy, Lion has established a Product Management System, comprising regulations stipulating work processes and quality assurance practices at each stage of product development, in order to steadily and rationally develop excellent products and services that make a difference in everyday lives by redesigning habits.
This system is compliant with ISO 9001, the international standard for quality management systems. It defines the flow and mechanisms of quality assurance processes at each step of product development (strategy, planning, development, production, sales, post-launch improvements and disposal). Through the system, we put these processes into practice.
Lion's headquarters, Sapporo office, Sendai office, Nagoya office, Osaka office, Fukuoka office, research centers (Hirai Research Center and Odawara Research Center) and plants (Chiba Plant, Odawara Plant, Osaka Plant and Akashi Plant), as well as five domestic affiliated companies (Lion Chemical Co., Ltd., Lion Hygiene Co., Ltd., Lion Pet Co., Ltd., Lion Engineering Co., Ltd. and Lion Dental Products Co., Ltd.) have acquired the ISO 9001 multi-site certification.

Quality Audits

Lion's auditing officers and staff periodically carry out quality audits of Lion and its contractors, providing guidance on improvement as needed. Locations are chosen from among all the operations of Lion and its contractors that are subject to these audits, and the selection of locations to undergo on-site surveys is informed by the timing and results of previous surveys.

Reinforcing the Quality Management Network among Overseas Group Companies

The Lion Group is expanding operations across Asia in line with its mission of providing excellent products and services that make a difference in everyday lives by redesigning habits. In recent years, the volume of intercompany import and export transactions between overseas group companies has been expanding. At the same time, there is a growing trend toward tighter regulations internationally, increasing the importance of greater coordination among quality management staff in each country.

In light of these changes, starting in 2018, we held the first annual Asia QA* Meeting, bringing together import, export and quality management staff from overseas Group companies. This meeting was held in person at Lion Corporation (Thailand) Ltd. in 2025, alongside a site tour of its production area. Discussions were conducted, focusing mainly on the status of operations and issues on the ground as well as the creation of a system for coordination going forward, with the aim of reinforcing the Group-wide quality assurance system.

Going forward, we will continue to implement initiatives like this, striving to provide better products and services to customers in all the countries where we do business.

* QA: Quality assurance



The Asia QA Meeting (2025)

Approach to Safety and Reliability

To ensure that customers can use Lion products with confidence, we evaluate the safety of raw materials and ingredients as well as of final products during use.

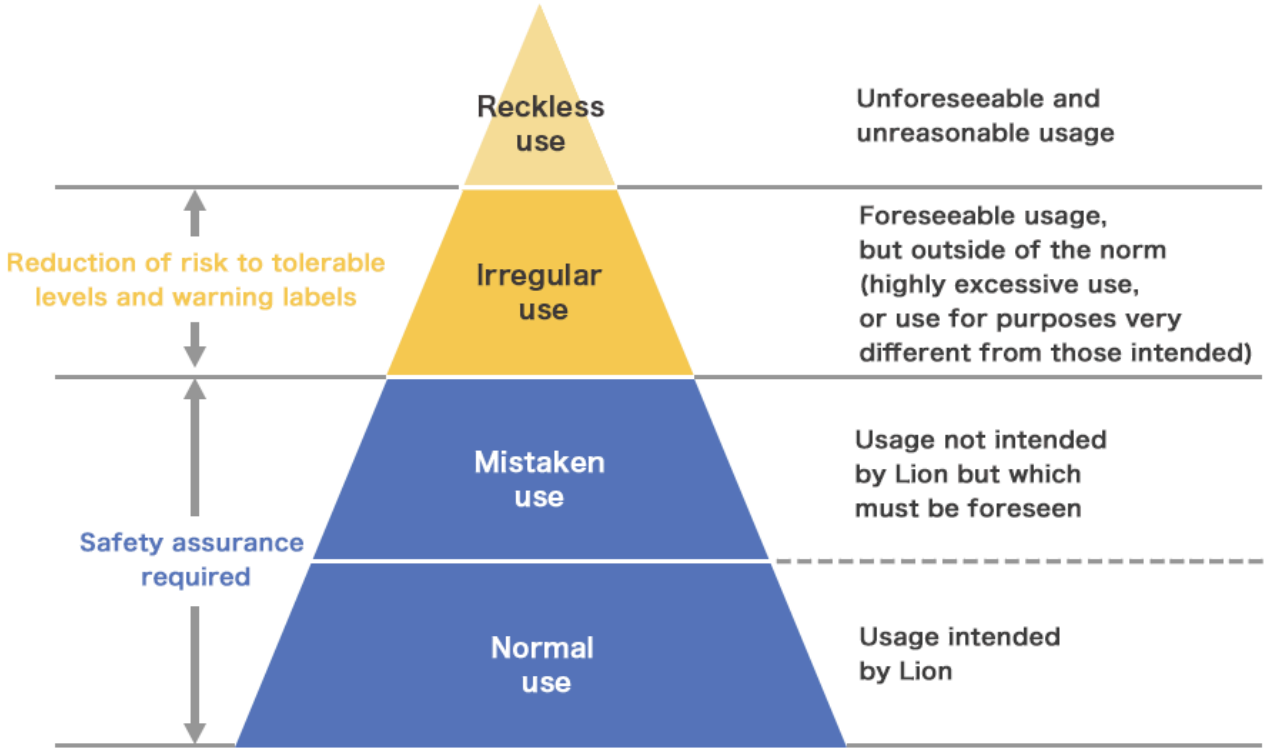
Safety of Raw Materials and Ingredients

Before using a raw material, we first review existing data and information to determine its physical characteristics and if it has any hazardous properties (hazard assessment) as well as whether we will be able to safely use it in the product being developed (risk assessment). With the wide-range of customers that use our products in mind, and with reference to safety reports from international organizations and standards in and outside Japan, we determine whether or not the material is suitable for use in the product.
Furthermore, in addition to health-related considerations, we similarly examine the material's post-consumption impact on the environment in line with the latest scientific appraisals. Based on these comprehensive considerations, substances deemed to require caution are carefully listed and managed.
When existing data is insufficient to reach a determination, we perform safety tests using officially designated and other objective methods of evaluation. Through such testing, we determine the limits within which the raw material can be used safely, taking into account the way the product will be used. Finally, for raw materials deemed suitable for use, we establish standards based on their applications (such as use in pharmaceuticals, quasi-drugs, cosmetics, food products or sundries). Raw materials that meet these standards are used in product manufacturing. As with the raw materials of the product contents, we use only materials that meet appropriate standards for product packaging and containers.
Even after products are launched, we continue to analyze research data on the raw materials and ingredients used to confirm that there are no issues with their continued use.
In some cases, small amounts of impurities arising from raw materials or manufacturing processes end up in products. Even if such impurities present no health concern, Lion implements quality management at every stage, including raw material purchasing and production, to reduce impurities as much as is feasible. One example of such efforts is Lion's response to a notice published by the Japanese government in 2012 about organic pigments that could have been unintentionally contaminated with polychlorinated biphenyls (PCBs). Upon the notice's publication, Lion moved quickly to confirm that there were no safety issues with its products. Since then, in accordance with the government's guidance, Lion has purchased and used such raw materials produced using designated best available technologies (BATs). Through efforts like these, we ensure that any impurities in our products are maintained at low levels that are safe for customers and the environment.

› Fragrance Policy

Safety of Products During Use

Giving due consideration to the various ways products may be used as well as product use by socially vulnerable customers, we perform safety evaluations based on an approach of avoiding risks at the product design stage.
To this end, we use a checklist to determine whether the product design ensures safety in both “normal use” and “mistaken use” cases. For “irregular use” cases, we assess whether risk reduction is possible and whether the risk is tolerable, and as necessary clearly label the product with an explicit safety warning.



Scope of Safety Assurance

In addition, the quality verification meeting, which encompasses representatives of related departments, performs assessments based on customer use scenarios in order to prevent harm related to product use and to prevent the omission of items that should be checked for safety.
If there is trouble with a product, we have an internal system in place, ready to promptly issue product recalls or otherwise respond as needed.

Centralized Management of Data on Bodily Issues Experienced by Consumers

Businesses must swiftly collect and centrally manage information from customers about the bodily issues they experience and quickly respond as appropriate.

Information on bodily issues from customers who have used Lion products is collected and centrally managed by the Customer Support Division. We have in place a framework for quickly and appropriately responding to such information, including sharing the information received with multiple specialized departments and reporting it to top management.

Going forward, we will continue to educate staff involved in implementing responses about the importance of centralized data management and to collect and manage such information.

Approach to Responsible Product Representations

Basic Policy

In accordance with the Lion Group Charter for Corporate Behavior and Behavioral Guidelines Lion complies with the Pharmaceuticals and Medical Devices Act, Act against Unjustifiable Premiums and Misleading Representations, Health Promotion Act and other related laws and regulations. Furthermore, Lion strives to consider customer perspectives in order to make accurate and reasonable product representations (such as labels and advertising) that will not lead to misunderstandings or negative customer experiences.

To improve the quality of representations about all the products it sells (including food and pharmaceutical products), Lion has clearly defined its basic approach to product representation and established a representation drafting manual, comprising guidelines for preparing precise, appropriate product representations at each step of product development under its Product Management System. These guidelines apply to all product packaging and presentation as well as the wording and expressions used in instructions, pamphlets, sales handbooks, advertisements and other representations (including those for samples).

In line with the guidelines for product representations, representations are subject to stringent checks by specialized staff as well as external experts (attorneys, etc.), as needed. Through this system of thorough management, we advance the use of representations that are clear and easily recognizable to customers.

Lion's specialized representation checking staff strive to improve their expert abilities to ensure that they can make decisions and offer advice about representation quality that accurately reflect the latest legal interpretations, governmental tendencies and changes in society. To this end, they participate in lectures offered by governmental bodies and external seminars and, as needed, consult with external experts and governmental authorities. Furthermore, Lion ensures that its product ingredient information adheres to the applicable regulatory laws and voluntary standards of industry associations in each product category, disclosing this information on product packaging and on its product information website.

Product Representations in the OTC Drug* Business

The information displayed on pharmaceutical product labels is subject to the stipulations of the Pharmaceuticals and Medical Devices Act (statutory labeling). The laws and regulations regarding fairness and appropriateness in over-the-counter pharmaceutical product advertising include the Pharmaceuticals and Medical Devices Act and the Standards for Proper Advertisement of Pharmaceuticals, etc., while industry self-regulations include the Japan Federation of Self-Medication Industries' Guidelines for the Proper Advertising of Over-the-Counter Medicines.

We believe that advertisements for pharmaceutical products that protect users' lives and health should contain not only marketing information, but also information that encourages the proper use of pharmaceutical products. Advertisements must never encourage improper use, abuse or overuse due to insufficient caution.

Lion's departments in charge of creating and checking product representations share pharmaceutical product information templates for statutory labeling and an advertising check sheet based on the Standards for Fair Advertising Practices concerning Pharmaceutical Products, etc., for advertisements. By ensuring that representations are created and managed based on a common understanding of the regulations stipulated in the Pharmaceuticals and Medical Devices Act, we strive to efficiently and accurately advance proper representations.

The Japan Federation of Self-Medication Industries has established an advertising screening committee, which works toward appropriate advertising and evaluates pharmaceutical product advertisements after their publication. Comprising third-party and over-the-counter (OTC) drug manufacturer representatives, the committee works to ensure proper expressions in OTC pharmaceutical product advertising and enhance confidence in such advertising. Lion participates as a corporate member, contributing to efforts to ensure proper OTC drug advertising.

* OTC drugs: Pharmaceutical products that can be purchased at a pharmacy or drug store without a prescription. (Source: Japan Self-Medication Industry)

Labeling in the Languages of the Places Where Products Are Sold

To ensure that customers can accurately understand the features of our products, our product labels, including usage instructions and ingredient lists, are presented in the official languages of the places where they are sold.

KireiKirei Hand Soap labels



Thai



Korean



Chinese

Employee Education and Training

To ensure thorough compliance with laws and regulations related to product representations (the Pharmaceuticals and Medical Devices Act and the Act against Unjustifiable Premiums and Misleading Representations), Lion provides e-learning for all employees and lectures for employees in related divisions as part of its legal education initiatives.

Lion received an admonishment from the Consumer Affairs Agency under its Health Promotion Act regarding an advertisement for its product *Tomato Su Seikatsu Tomato Su Inryo* that ran from September 15 to November 27, 2015, in the daily newspaper on the grounds that said advertisement could be misunderstood by general consumers.

Lion takes this admonishment seriously. We have further reinforced advertisement submission management and are steadily advancing measures to prevent recurrences of such issues.

OTC Drugs

Every year, Lion educates employees involved in the planning and sale of pharmaceutical and related products on product safety. This education, based on the Ministerial Ordinance on Good Vigilance Practice for Drugs, Quasi-Drugs, Cosmetics, and Medical Devices (the GVP Ordinance), teaches employees about the handling and correct use of safety information. Lion uses specified procedures for education about product representations to promote proper promotional activities. The education also covers related laws and regulations and appropriate product representations.

Participation in Pharmaceutical Product Safety Initiatives

Pharmaceutical Product Safety Activities

In Japan, under the Pharmaceuticals and Medical Devices Act, businesses must obtain a marketing license to manufacture and sell pharmaceutical products and quasi-drugs. Per this law, businesses must conduct appropriate management and supervision by establishing and properly operating systems of quality assurance and post-marketing safety control for such products and appointing a general marketing director, quality assurance director and safety control director.

As a company that manufactures and sells pharmaceutical products, quasi-drugs and cosmetics, Lion complies with such legal requirements and operates an appropriate marketing framework. Lion has created a manual for compliance with the GVP Ordinance for use in safety control. Safety control is carried out in accordance with this manual and managed by the safety control director. Furthermore, the safety control director manages the safety control divisions, and the general marketing director provides oversight to ensure proper operations and conducts post-marketing safety control. The safety control divisions operate according to internal manuals, including implementing post-marketing safety measures for the products Lion sells, collecting and evaluating safety data about pharmaceutical and other products, and, as needed, implementing safety measures.

The safety control divisions provide education and training to divisions that implement safety control to better promote the proper use of pharmaceutical and other products.

Participation in Industry Groups

To further enhance the safety of the pharmaceutical products it sells, Lion has been a member of the Japan Self-Medication Industry, an organization of OTC drug manufacturers, since 1978. A representative from Lion serves as a vice chair of said organization. The Japan Self-Medication Industry works to provide information about the correct use of OTC drugs and examines all kinds of issues related to OTC drugs, for example, researching how to make drug package inserts easier to read and understand.

Lion’s safety control director and others regularly take part in the organization’s committee meetings to gather the latest information on safety about the Act on Pharmaceuticals and Medical Devices and OTC drugs for safety control and legal compliance.

In addition to the Japan Self-Medication Industry, in the area of pharmaceutical products, Lion is a member of the Pharmaceutical Manufacturers’ Association of Tokyo, and in the areas of quasi-drugs and cosmetics, Lion participates in the activities of the Japan Dentifrice Manufacturers’ Association (JDMA) and the Japan Cosmetic Industry Association. Through such participation, Lion suggests research initiatives and measures related to regulations and conducts educational programs for customers about correct product use with the aims of promoting the manufacturing and quality control of pharmaceutical and other products as well as post-marketing safety management and correct product use.

Animal Testing Policy

The Lion Group adheres strictly to the international principles of the 3Rs for animal testing (Replacement, Reduction, Refinement) and supports the philosophy of animal welfare.

We proactively work to thoroughly ensure the safety and enhance the functionality of our wide range of products and services to better serve our customers. In developing cosmetics products (including medicated cosmetics), we do not use animal testing apart from exceptional circumstances in which it is required to ensure safety or satisfy legal requirements. Similarly, in developing other products, we employ alternative methods as long as the accuracy and replicability of the scientific data used as the basis for evaluating products are not negatively affected. When no alternative methods are available and we must use animal testing, we strive to do so properly and in line with the principles of the 3Rs and the laws of relevant countries.

Lion Corporation has long focused efforts on related research through participation in the Long-range Research Initiative of the Japan Chemical Industry Association and the Japanese Society for Alternatives to Animal Experiments. We will continue actively developing alternatives to animal testing and advancing business activities that contribute to both the health of our customers and animal welfare.

› Cooperation with the LRI Activities of the JCIA

Initiatives to Respond to Our Customers

- Approach
- Overview
- Customer-Oriented Management Declaration
- Summary of Customer Inquiries
- Information Provision Leveraging Customer Feedback
- Proactive Utilization of Employees

Approach

So that we may leverage inquiries received from customers to develop new products and improve our products and services, such inquiries are registered in a database operating under a strict personal information management system and shared across the Company through an information sharing system that excludes personal information.

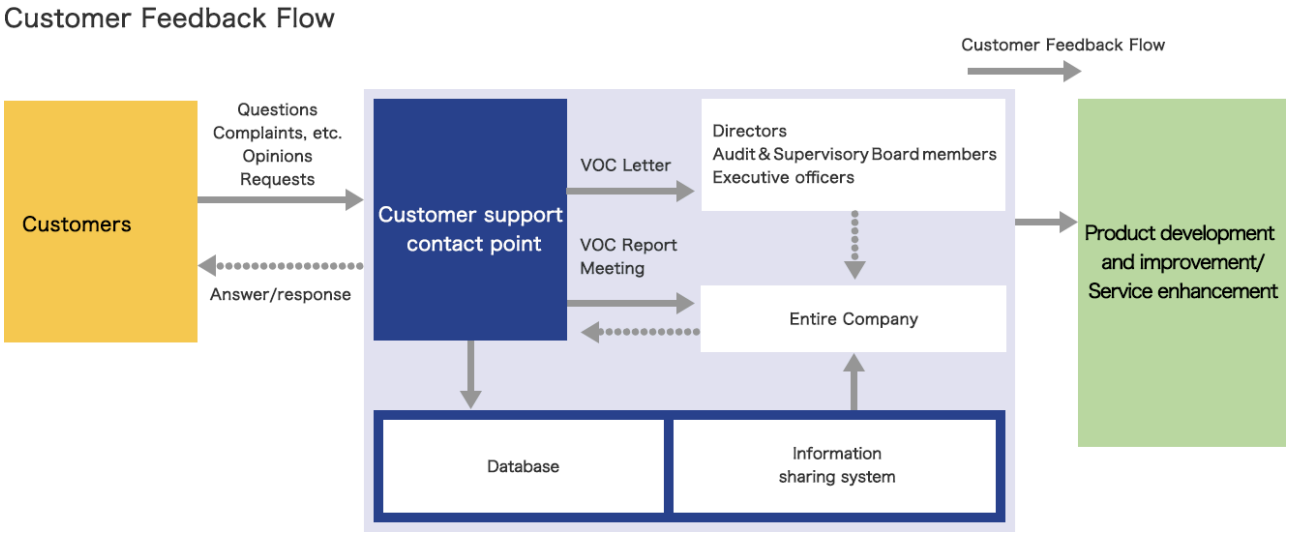
Items that are considered impactful to customer satisfaction and product use, and insights gleaned from contact with customers are shared daily with top management- and product development-related departments in the form of the VOC*1 Letter. Through such efforts, Lion works to improve customer service quality by gaining an understanding of the customer's perspective and by quickly considering and responding through improvement measures.

Customer feedback comes from a wide range of sources, including not only telephone calls and emails, but also SNSs*2 and the like. An internal dedicated organization interprets and analyzes this feedback and proactively disseminates information gleaned from it to the relevant departments.

*1 VOC: Voice of Customers

*2 SNS: Social networking services (such as X (formerly Twitter), Instagram, etc.)

Overview



More information about how our customer feedback is put to concrete use is available here [Japanese]

Customer-Oriented Management Declaration

In the course of developing and improving products and services, Lion places the utmost priority on customer satisfaction. At the same time, by implementing environmental conservation activities and further enhancing the corporate governance system, we aim to ensure the high level of trustworthiness that stakeholders expect. Currently, government agencies, consumer groups and business associations are working together to promote customer-oriented management initiatives at companies. In January 2017, Lion voluntarily declared that it would proactively work toward customer-oriented management, and we report progress on this front on our website and to the Consumer Affairs Agency. In July 2024, we will reestablish Basic Customer Service Policy and declare our commitment to prioritizing customer support throughout the company. We have also voluntarily declared that our customer service efforts are in compliance with ISO 10002. We will continue to promote prompt and appropriate customer support activities throughout the Company.

More information about Lion's Customer-Oriented Management Declaration is available here
More information about Lion's ISO 10002 Self-Declaration of Conformityis available here

Received an Award in the Good Practices of Consumer-Oriented Management Awards for Two Consecutive Years

Lion received the Minister of State's Award in the Good Practices of Consumer-Oriented Management Awards sponsored by the Consumer Affairs Agency in 2020, and in 2021, won the Selection Committee Chairman's Award together with Kao Corporation. This award recognizes companies that have made a consumer-oriented management declaration and implemented outstanding initiatives based on such declarations.

Spurred on by this award, Lion has continued to advance consumer-oriented management and contribute to the realization of a sustainable society.



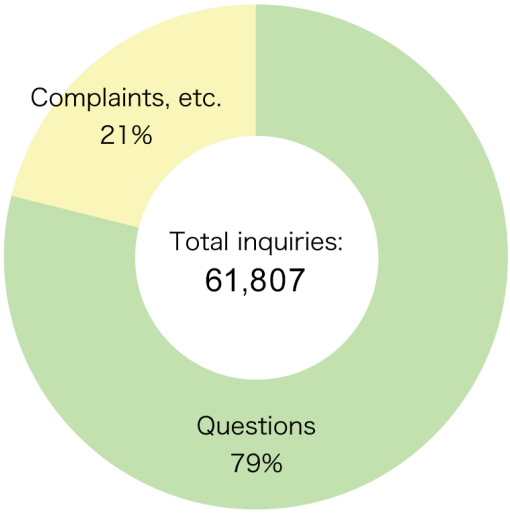


- News Release: Lion Receives the Minister of State's Award in the Good Practices of Consumer-Oriented Management Awards
- News Release: Kao and Lion Awarded the New Selection Committee Chairman's Commendation in the Good Practices of Consumer-Oriented Management Awards

Summary of Customer Inquiries

We receive an enormous volume of customer inquiries every year. In 2025, we received approximately 60,000 inquiries, 88% of the previous year's volume. By content, questions about product use, retail outlets that carry Lion products, product quality, safety and other topics accounted for approximately 80% of all inquiries, while complaints and inquiries regarding problems and similar topics accounted for around 20%.
Going forward, we will continue aiming to provide an environment that facilitates customer inquiries while responding to inquires in a sincere and timely manner. Phone and email contact information for inquiries is available on the customer support [Japanese] page of Lion's website.
Details on various types of inquiries are available here [Japanese].

Inquiries by Type (2025)



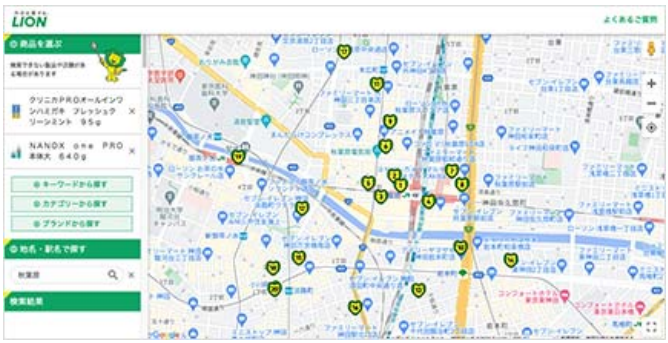
Information Provision Leveraging Customer Feedback

Offering solutions to our customers' questions and concerns anytime, anywhere—24 hours a day, 365 days a year, the customer support page of Lion's Japanese-language website offers answers and solutions to common customer questions and problems as well as examples of products improved based on customer feedback, attracting considerable customer traffic. In addition, we have introduced a service that allows customers to locate products and store locations, as well as a chatbot program.

Going forward, we will continue to provide useful information to customers.



Product Q&A on Lion's website [Japanese]



Product and store locator service [Japanese]

Examples of products developed or improved based on customer feedback are available here [Japanese].

Proactive Utilization of Employees

Lion strives to hire and develop the necessary human resources and foster a corporate culture in which every employee feels empowered to voice their opinions in order to create innovative products and services that provide a high level of value to customers.

Fostering a Corporate Culture That Leverages Customer Opinions

We are working to foster a corporate culture in which all employees think and act based on an understanding of the customer's perspective.

We hold events for new employees hires and product development staff, etc., in which they listen to recordings of customer inquiry calls to experience hearing directly from customers. These events help participants understand the importance of the Company's contact points with customers and serve as an impetus to think about customer perspectives in their work. Furthermore, we report on the status of customer inquiries at regularly conducted meetings with planning and development departments and related divisions and operating sites (businesses and plants) and share such information internally.

Going forward, we will work to further enhance employee awareness in order to better provide products and services based on customer perspectives.



Employees listen to recordings of customer inquiry calls

Leveraging an Understanding of Consumer Perspectives in Our Operations

We are working to foster a corporate culture in which all employees think and act based on an understanding of the customer's perspective. As part of our response to Japan's severe demographic graying, we have a set of equipment that simulates the physical conditions of old age on hand at all times. By listening to feedback from our senior customers and wearing the simulation equipment while looking at product labels or holding product containers, we strive to deepen our customer insight and foster consideration and understanding of seniors and all customers among our human resources. These insights and considerations are put to use in product development, customer support and communications.
We are expanding the range of these efforts to include not only staff involved in product development, but the communicators that staff our phone lines, the Meisters of Daily Life engaged in communication efforts, and even new employees.



Meisters of Daily Life using equipment that simulates old age

Initiatives to Provide Support That Satisfies Customers

We hold phone service training in which customer support phone operators learn the skills to quickly and accurately understand and respond to the issues that customers seeking support have as well as a broad knowledge of Lion products and related topics. Specifically, we offer training in which operators discuss a wide range of case studies to mutually reinforce their skills, study groups focused on the health and living issues behind products, and training in pronunciation and word choice to make it easier for customers to understand our operators over the phone in order to enhance communication.

We have the results of these activities evaluated by a third party and strive to provide service that will better satisfy customers.

Further Enhancing Quality and Customer Satisfaction

Lion monitors its corporate brand penetration with the help of a market research company. The survey shown below examines the likelihood of product users recommending Lion products and services, the degree to which they feel they need such products, their desire to use them and their preferences at the time of questioning (for the purposes of the study, the Lion product users targeted were male and female general consumers over the age of 16). We will continue to gather objective data on customer opinions in order to provide high-quality products and services.

	2020*1	2021	2022	2023	2024
Overall number of survey respondents	783	773	783	796	760
Of these, current product users	664	628	640	649	593
Response rate*2(%)	84.8	81.2	81.7	81.5	78.0
Recommendation rate*3(%)	47.6	40.0	44.7	43.6	42.3

Data from “Brand Strategy Survey,” Nikkei Research Inc.

*1 Overall scores of hygiene product suppliers increased due to the COVID-19 pandemic.

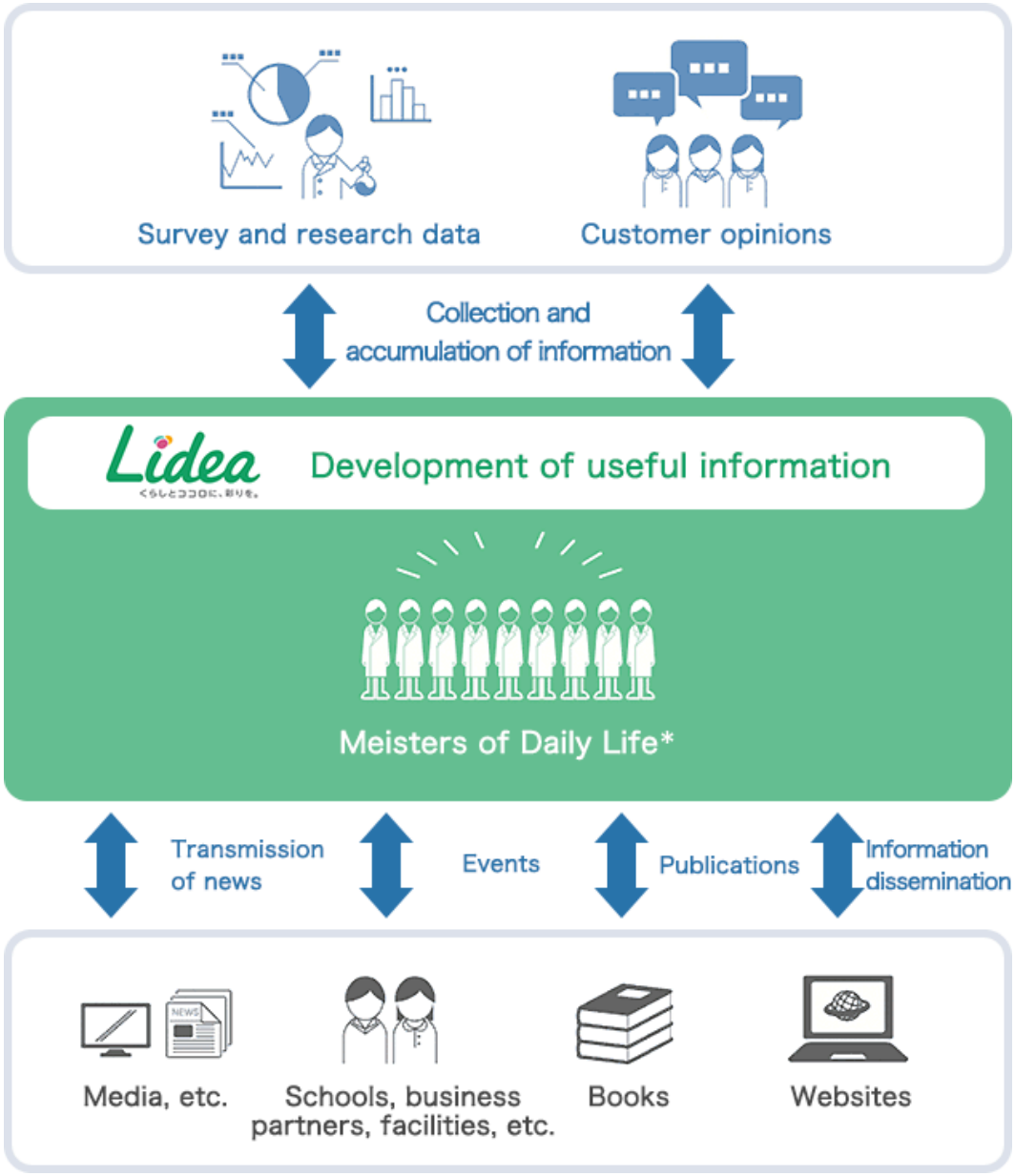
*2 Refers to the percentage of total survey respondents who reported that they currently use such products and services.

*3 Refers to the percentage of current users who intend to recommend the products and services.

Reinforcing the Provision of Information to Customers

Providing Useful Information for Daily Living and Promoting Educationald Activities

Lion actively engages in communication with consumers with the aim of expanding the collection, development and dissemination of information that contributes to healthy and comfortable living.

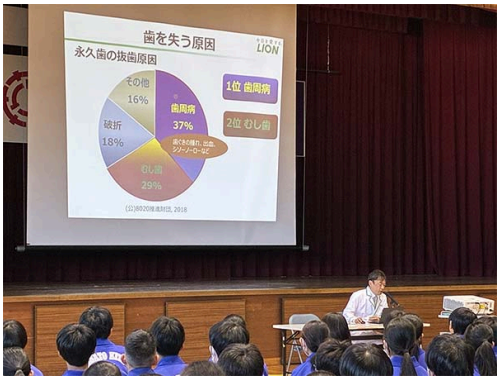


* Specialists who research and provide information useful for comfortable, healthy living

Initiatives of the Meisters of Daily Life

Lion's Meisters of Daily Life, career researchers with specialist expertise, are conducting the following activities in the fields of oral healthcare, healthcare, hygiene, laundry and living care. Meisters of Daily Life research useful lifestyle information to make everyday life healthy and comfortable and share colorful living ideas through various media and events.

Communication with Customers through Workshops



Lectures on oral healthcare at a junior high school (2025)



Handwashing hygiene classes at elementary schools (2025)



Kaji x Kaji Happy Share Project: housework sharing seminar co-hosted by Akaishi City and Lion (2025)



KURASHI NO BUKATSUDO (“Learn,” “Talk,” and “Experience” in-person events): Laundry and Cleaning Club (2025)

Communication with Customers Using the “Lidea” Lifestyle Information Website

Lidea is a lifestyle information website aimed at inspiring curiosity about living habits and helping users cherish each day by providing content about Lion products, the technologies behind them, and approaches to daily living. The site provides accurate information that is useful for consumers’ daily living, presented mainly by the Meisters of Daily Life, lifestyle information specialists.
Going forward, Lion will continue to provide information useful for daily living through Lidea and use the information accumulated through Lidea to deepen diverse forms of communication with customers.

Lidea
くらしとココロに、彩りを。

Lidea [Japanese]

“The Foundation of Daily Life: In Numbers” Communication Booklet

To help consumers easily and enjoyably understand Lion’s sustainability initiatives, Lion has created a booklet titled “Foundation of Daily Life: In Numbers” (in Japanese). The booklet uses numbers to illustrate a variety of social issues closely related to daily living and highlights the ways that Lion is working to help solve these issues through products, educational activities and communications.
The booklet is distributed at events related to health, cleanliness and hygiene, and the environment, where Lion comes into direct contact with consumers.



[Japanese]

Initiatives for Those with Visual Impairments

Lion has provided various information to those with visual impairments.

> Click here for more details [Japanese]

Corporate Governance

Sustainability Material Issues, 2030 Objectives & Progress

Material Issues	Objectives (2030)	Indicators (2030)	Progress (2025 Results)
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	• Disclosed once
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	• Participation in training: 100% as planned • 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	• Disclosed once • Continued activities to maintain or improve evaluation compared with 2024

> Sustainability Material Issues, 2030 Objectives and Indicators, 2025 Results and Measures to 2030 (792KB)

Basic Approach to Corporate Governance

Strengthening and enhancing the corporate governance system.

Compensation System for Corporate Officer

Compensation system for corporate officer and indicators for performance-linked compensation.

Internal Control System

Constantly working to build a more appropriate and efficient internal control system.

Risk Management

Comprehensively managing risk for the whole Lion Group.

Compliance

Promoting and enhancing compliance.

Information Security

Enhancing information security, including the establishment of policies and regulations.

Intellectual Property

Striving to create, protect and actively utilize intellectual property.

Policies and Declarations

The Basic Corporate Governance Policy and other policies.

ESG Data and Third-Party Verification

ESG Data

Environmental Data

- Overview of Environmental Burden Created by Business Activities
- Greenhouse Gas(CO_2), Energy
- Water
- Container and Packaging Material Usage / Waste
- Chemical Substances
- Environmental Accounting
- Environmental Efficiency
- Production Site Environmental Data

Social Data

- Employee Data
- Diversity, Equity & Inclusion
- Work-Life Enrichment
- Developing Human Resources
- Improving Employee Health
- Productivity and Professional Fulfillment
- Sustainable Material Procurement

Governance Data

- Compliance E-learning Participation Rate
- The AL Heart Hotline Recognition Rate Among Employees, Consultations and Reports
- Product recalls from consumers or distributors

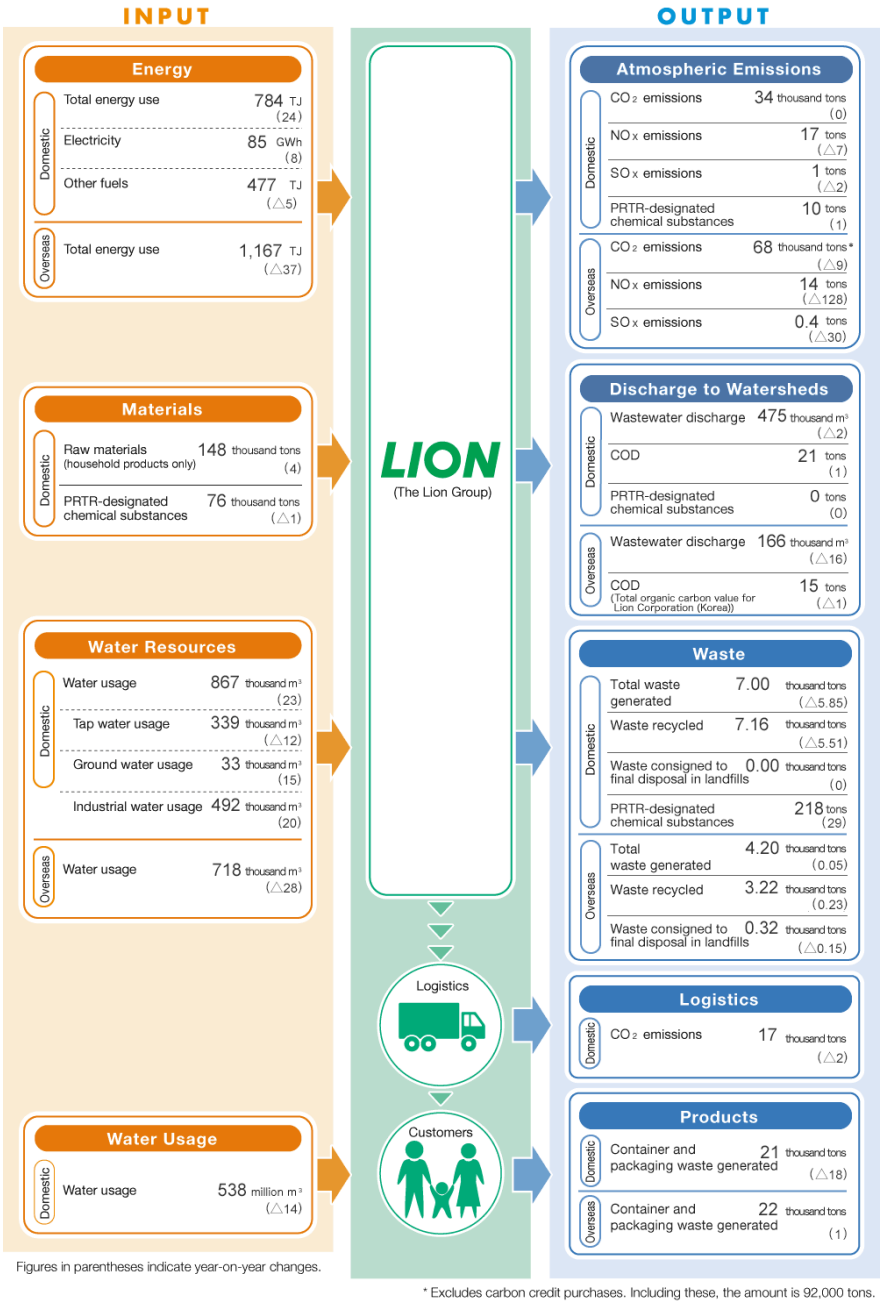
Third-Party Verification

- Environment

ESG Data and Third-Party Verification

Environmental Data

Overview of Environmental Burden Created by Business Activities



[Scope of Data] Lion and domestic and overseas consolidated subsidiaries

[Period Covered] January 2025 to December 2025: However, data for PRTR-designated chemical substances is for April 2025 to March 2026

CO_2 Emissions and Reduction Rates at Operating Sites (Scope 1 and 2)

【Unit】Thousand t-CO_2e、%

		2017*1	2022	2023	2024	2025
Scope 1 + 2 total emissions	Domestic	77	73	35	34	34
	Overseas	89	70*2	66*2	77*2	72*2
	Domestic and overseas total	166	143*3	101*3	111*3	106*3
Scope 1 + 2 total emissions Reduction from 2017	Domestic	—	5	54	56	56
	Overseas	—	21	26	14	19
	Domestic and overseas total	—	14	39	33	36

*1 Base year

*2 Excludes carbon credit purchases. Including these, the amount was 85,000 tons in 2022, 82,000 tons in 2023 and 92,000 tons in 2024 and 87,000 tons in 2025

*3 Excludes carbon credit purchases. Including these, 159,000 tons in 2022, a 4% reduction, 117,000 tons in 2023, a 29% reduction and 126,000 tons in 2024, a 24% reduction and 121,000 tons in 2025, a 27% reduction.

› More about related initiatives

CO_2Emissions from Operating Sites (Scope 1 and 2, Location Basis, Market Basis)

【Unit】Thousand t-CO_2e

		2017*	2022	2023	2024	2025
Scope 1	Domestic	22	21	20	19	19
	Overseas	45	49	43	54	52
	Domestic and overseas total	67	70	63	73	71
Scope 2 (location basis)	Domestic	55	52	50	49	52
	Overseas	43	38	41	42	40
	Domestic and overseas total	98	90	90	91	93
Scope 2 (market basis)	Domestic	55	52	15	15	15
	Overseas	43	36	38	38	35
	Domestic and overseas total	98	89	54	54	50
Amount of carbon credits purchased	Domestic	0	0	0	0	0
	Overseas	0	16	16	16	15
	Domestic and overseas total	0	16	16	16	15

* Base year

CO_2Emissions from Operating Sites (Scope 1 and 2, Location Basis, Market Basis)

【Unit】Thousand t-CO_2e

		2017*	2022	2023	2024	2025
Scope 1	Domestic	22	21	20	19	19
	Overseas	45	49	43	54	52
	Domestic and overseas total	67	70	63	73	71
Scope 2 (location basis)	Domestic	55	52	50	49	52
	Overseas	43	38	41	42	40
	Domestic and overseas total	98	90	90	91	93
Scope 2 (market basis)	Domestic	55	52	15	15	15
	Overseas	43	36	38	38	35
	Domestic and overseas total	98	89	54	54	50
Amount of carbon credits purchased	Domestic	0	0	0	0	0
	Overseas	0	16	16	16	15
	Domestic and overseas total	0	16	16	16	15

＊ Base year

Breakdown of Greenhouse CO_2 Emissions (Scope 1, 2 and 3) Throughout the Supply Chain

【Domestic/Overseas】

【Unit】%,Thousand t-CO_2e

		2017*	2022	2023	2024	2025
Scope 1		1.5	1.4	1.3	1.5	1.7
Scope 2		2.1	1.4	1.1	1.1	1.2
Scope 3	Purchased goods and services	21.8	24.8	25.9	28.7	29.1
	Capital goods	0.8	1.2	1.4	0.8	0.7
	Fuel- and energy-related activities not included in Scope 1 or Scope 2	0.4	0.6	0.6	0.7	0.8
	Upstream transportation and distribution	3.4	4.2	2.6	2.8	3.0
	Waste generated in operations	0.1	0.1	0.1	0.2	0.1
	Business travel	0.1	0.0	0.0	0.0	0.0
	Employee commuting	0.1	0.0	0.1	0.1	0.1
	Downstream transportation and distribution	0.1	0.2	0.1	0.2	0.2
	Processing of sold products	5.3	2.1	2.3	2.1	0.8
	Use of sold products	54.3	53.2	51.2	49.0	47.9
	End-of-life treatment of sold products	9.6	10.3	12.8	12.4	13.9
	Investments	0.4	0.5	0.5	0.4	0.5
Total		461	527	489	486	419

＊ Base year

› More about related initiatives

Total Energy Consumption by Operating Sites

【Unit】TJ

		2022	2023	2024	2025
Total Energy Consumption	Domestic	839	810	760	784
	Overseas	1,143	1,053	1,204	1,167
	Domestic and overseas total	1,982	1,862	1,965	1,951

› More about related initiatives

Total Renewable and Non-Renewable Energy Consumption by Operating Sites

【Unit】GWh,%

		2022	2023	2024	2025
Total non-renewable energy consumption	Domestic	0.45	80	77	85
	Overseas	1	1	3	4
	Domestic and overseas total	1.8	81	79	89
Total renewable energy consumption	Domestic	232	145	134	133
	Overseas	316	291	332	320
	Domestic and overseas total	549	436	466	453
Total renewable energy consumption/ total energy consumption	Domestic and overseas total	0.33	15.7	14.6	16.5

CO_2 emissions throughout product life cycles

【Domestic/Overseas】

【Unit】Thousand t-CO_2e

	2022	2023	2024	2025
CO_2 emissions throughout product life cycles	4,780	4,427	4,164	3,786

Breakdown of CO_2 Emissions over the Life Cycles of Lion Products

【Domestic/Overseas】

【Unit】%

	2022	2023	2024	2025
Raw material procurement	25	26	27	29
Production	3	3	3	3
Transport	4	3	3	3
Use by consumers	57	55	54	50
Disposal by consumers	11	13	13	15

› More about related initiatives

Water Usage (Water Withdrawal) by Operating Sites

【Unit】Thousand m^3

		2022	2023	2024	2025
Water Usage (Water Withdrawal)	Domestic	940	932	844	867
	Overseas	683	716	746	718
	Domestic and overseas total	1,623	1,647	1,590	1,584

> More about related initiatives

Water Usage (Water Withdrawal) by Source

【Unit】Thousand m^3

		2022	2023	2024	2025
Tap water	Domestic	365	388	351	339
	Overseas	655	482	413	340
	Domestic and overseas total	1,020	870	764	679
Industrial water	Domestic	529	518	472	492
	Overseas	28	233	333	365
	Domestic and overseas total	557	752	805	857
Groundwater	Domestic	44	24	18	33
	Overseas	0	0	0	13
	Domestic and overseas total	44	24	18	47
Rainwater	Domestic	2	2	2	0
	Overseas	0	0	0	0
	Domestic and overseas total	2	2	2	0

Wastewater Discharge at Operating Sites

【Unit】Thousand m^3

		2022	2023	2024	2025
Wastewater Discharge	Domestic	512	493	477	475
	Overseas	180	189	182	166
	Domestic and overseas total	692	682	659	641

Wastewater Discharge by Destination at Operating Sites

【Unit】Thousand m^3

		2022	2023	2024	2025
Sewage systems	Domestic	322	302	276	280
	Overseas	74	85	85	75
	Domestic and overseas total	396	387	361	356
Sea area	Domestic	130	135	154	146
	Overseas	0	0	0	0
	Domestic and overseas total	130	135	154	146
Rivers	Domestic	60	56	46	49
	Overseas	5	6	8	12
	Domestic and overseas total	65	62	54	62
Other (industrial park treatment facilities)	Domestic	0	0	0	0
	Overseas	101	99	89	78
	Domestic and overseas total	101	99	89	78

Water Use over the Life Cycles of Lion Products

【Domestic/Overseas】

【Unit】Million m^3,Thousand m^3/million yen,%

	2022	2023	2024	2025
Water Usage	2,303	2,228	2,057	2,039
Usage intensity per unit net sales	5.91	5.53	4.98	4.83
Decrease in usage intensity per unit net sales from 2017	7	13	22	24

Breakdown of Water Use over the Life Cycles of Lion Products

【Domestic/Overseas】

【Unit】%

	2022	2023	2024	2025
Raw material procurement	19.8	21.0	20.1	20.1
Production	0.1	0.1	0.1	0.1
Transport	0.0	0.0	0.0	0
Use by consumers	75.8	74.0	74.9	75.2
Disposal by consumers	4.3	4.9	4.9	4.7

› More about related initiatives

Container and Packaging Material Usage by Material Type

【Unit】Thousand tons

		2022	2023	2024	2025
Container and Packaging Material Usage*	Domestic	56	55	48	41
	Overseas	49	51	53	55
	Domestic and overseas total	105	106	101	97

* Usage amounts of plastics, cardboard, paperboard, glass, and metal for household products

Container and Packaging Material Usage* by Material Type

【Unit】Thousand tons

		2022	2023	2024	2025
Plastic	Domestic	18	18	16	15
	Overseas	18	18	19	19
	Domestic and overseas total	36	36	35	34
Corrugated cardboard	Domestic	27	27	24	22
	Overseas	29	30	32	33
	Domestic and overseas total	56	57	56	55
Cardboard	Domestic	5	5	4	3
	Overseas	2	2	3	3
	Domestic and overseas total	7	7	7	7
Glass	Domestic	6	6	3	0
	Overseas	0	0	0	0.1
	Domestic and overseas total	6	6	3	0.1
Metals	Domestic	0.1	0.1	0.1	0
	Overseas	0	0	0	0.1
	Domestic and overseas total	0.1	0.1	0.1	0.1

* Usage amounts for household products

› More about related initiatives

Total Waste Generation, Total Waste Consigned to Final Disposal in Landfills and Total Resources Recovered

【Unit】Thousand tons

		2022	2023	2024	2025
Total Waste Generation	Domestic	11.22	8.77	12.85	7.16
	Overseas	4.19	4.26	4.15	4.2
	Domestic and overseas total	15.41	13.03	17.00	11.36
Total Waste Consigned to Final Disposal in Landfills	Domestic	0.00	0.00	0.00	0
	Overseas	0.38	0.50	0.47	0.32
	Domestic and overseas total	0.38	0.50	0.47	0.33
Total Resources Recovered	Domestic	3.22	3.02	3.02	2.61
	Overseas	3.15	3.11	3.13	3.11
	Domestic and overseas total	6.37	6.13	6.13	5.72

› More about related initiatives

Waste Volumes by Disposal Methods

【Domestic/Overseas】

【Unit】Thousand tons

	2022	2023	2024	2025
Recycled or reused	17.56	13.86	17.65	12.8
Landfill	0.38	0.50	0.47	0.32
Incinerated (with energy recovery)	3.20	3.86	4.14	3.13
Incinerated (without energy recovery)	0.44	0.76	0.69	0.76
Disposal method unknown	0.00	0.00	0.00	0.00

Industrial Waste Disposal Facility Maintenance and Management Data

Chiba Plant

› 2024 Maintenance and Management Data (updated June 20, 2024) (PDF:84KB) [Japanese]

› 2023 Maintenance and Management Data (updated May 08, 2024) (PDF:86KB) [Japanese]

› 2022 Maintenance and Management Data (updated May 19, 2023) (PDF:88KB) [Japanese]

＊ As the sludge incineration plant was decommissioned in 2024, there have been no updates since June 2024.

PRTR-Designated Substance Emissions

【Domestic】

【Unit】Tons

	2022	2023	2024	2025
PRTR-Designated Substance Emissions	2	3	9	10

PRTR-Designated Substance Emissions

> 2025 PRTR-Designated Substance Emissions Data for Production Sites in Japan (Japanese) (132KB)

VOC Emissions

【Domestic】

【Unit】Tons

	2022	2023	2024	2025
Volatile organic compound (VOC) emissions	57	53	54	56

Emissions of Nitrogen Oxides (NO_X), Sulfur Oxides (SO_X) and Particulate Matter

【Unit】Tons

		2022	2023	2024	2025
Emissions of Nitrogen Oxides (NO_X)	Domestic	26	25	24	17
	Overseas	3	38	142	14
	Domestic and overseas total	56	62	167	31
Emissions of Sulfur Oxides (SO_X)	Domestic	3	4	3	1
	Overseas	3	1	30	0
	Domestic and overseas total	6	5	33	1
Particulate Matter	Domestic	1	0	0	0
	Overseas	26	26	58	35
	Domestic and overseas total	28	26	58	35

COD at Operating Sites

【Unit】Tons

		2022	2023	2024	2025
COD	Domestic	28	21	20	21
	Overseas	18	15	16	15
	Domestic and overseas total	47	36	36	37

＊ Lion Corporation (Korea) COD is TOC

> More about related initiatives

Environmental Accounting

Based on the Ministry of the Environment's guidelines, every year we calculate and disclose the environmental conservation cost and the economic benefits (real effect) of environmental conservation measures for the entire domestic Lion Group. (January 2025 to December 2025)

Breaking down total environmental conservation cost in 2025, although investment (capital expenditure) decreased approximately ¥2.5 billion and overall cost decreased approximately ¥2.4 billion.

Environmental Conservation Cost

(Millions of yen)

Category	Category	January 2025 to December 2025	
		Investment	Cost
Business area cost	Pollution prevention	55	238
	Global environmental conservation	466	3,744
	Resource recycling	34	248
	Environmentally friendly products	3,313	3,017
Upstream/downstream cost	Container/packaging recycling	—	674
Administration cost	ISO 14001 registration, environmental education	0	524
R&D cost	R&D of environmentally friendly products, etc.	35	850
Social activity cost	Environmental improvement measures, donations to organizations	0	15
Environmental remediation cost	Pollution burden duties, etc.	0	1
Domestic Group total		3,904	9,311
	YoY	-252	-235

Economic Benefit Associated with Environmental Conservation Measures

(Millions of yen)

Effects	YoY reduction
Cost reduction due to energy saving	-174.0
Cost reduction due to resource saving	197.0
Reduced water utility cost	-3.7
Waste disposal reduction*	94.4

* Includes cost of sales of valuable waste

Environmental Efficiency

Every year, Lion calculates its environmental efficiency using the formula below to evaluate how efficient its business activities are in terms of the environmental burden they create. We continually strive to improve environmental efficiency.

$$\text{Environmental efficiency} = \frac{\text{Results of business activities (net sales)}}{\text{Environmental impact*}}$$

(monetary value of environmental burden calculated using LIME)

＊ Environmental impact (harm) is calculated as a monetary amount using the Life-cycle Impact assessment Method based on Endpoint modeling (LIME).

Environmental Efficiency and Monetary Value of Environmental Burden (comparison with 2005)

	Unit	2021	2022	2023	2024	2025
Monetary value of environmental burden (comparison with 2005)	%	84	90	78	87	46
Environmental efficiency		344	326	373	330	627

Production Site Environmental Data

› Lion and domestic consolidated subsidiaries (PDF:92KB)

› Overseas consolidated subsidiaries (PDF:124KB)

ESG Data and Third-Party Verification

Social Data

Human Resource Data | Diversity, Equity and Inclusion | Work-Life Enrichment
Human Resource Development | Improving Employee Health
Productivity and Professional Fulfillment | Sustainable Material Procurement

Human Resource Data

Scope: Employees of Lion Corporation (hereinafter referred to as “non-consolidated employees”) and employees who work for affiliated companies or organizations while also being employed by Lion Corporation (hereinafter referred to as “employees on loan”). This includes executive officers not under delegated contracts, but excludes temporary, part-time and dispatched employees.

The Lion Group as a whole: Employees of domestic and overseas affiliated companies* in addition to non-consolidated and employees on loan.

* Temporary, part-time and dispatched employees are not included.

* Domestic and overseas affiliates included in calculations (16 companies):Lion Chemical Co., Ltd., Lion Expert Business Co., Ltd., Lion Specialty Chemicals Co., Ltd., Lion Hygiene Co., Ltd., Lion Pet Co., Ltd, Lion Engineering Co., Ltd., Lion Tomoni Co., Ltd., Lion Dental Products Co., Ltd., Lion Daily Necessities Chemicals (Qingdao) Co., Ltd., Lion Home Products (Taiwan) Co., Ltd., Merap Lion Holding LLC, Lion Corporation (Korea), Lion Corporation (Singapore) Pte Ltd., Lion Corporation (Hong Kong) Ltd., Lion Corporation (Thailand) Ltd., Southern Lion Sdn. Bhd.
  Reference: 24 linked subsidiaries
  As of December 31 of each year

Employees

			2021	2022	2023	2024	2025
Employee Composition	Male	Lion Corporation (including employees on loan)	2,347	2,317	2,253	2,197	2,163
		Lion Group	4,454	4,425	4,306	4,256	4,612
	Female	Lion Corporation (including employees on loan)	1,238	1,270	1,292	1,290	1,312
		Lion Group	2,944名	2,979名	2,976名	2,949名	3,281名
Female employee ratio		Lion Corporation (including employees on loan)	34.5%	35.4%	36.6%	37.0%	37.8%
		Lion Group	39.8%	40.2%	40.9%	41.4%	41.6%
Ratios of employees by age group	Below 30 y/o	Lion Corporation (including employees on loan)	16.0%	16.0%	14.9%	13.8%	13.7%
		Lion Group	20.0%	19.0%	18.0%	17.1%%	16.7%
	30-50 y/o	Lion Corporation (including employees on loan)	46.0%	46.0%	46.2%	45.9%	45.7%
		Lion Group	53.0%	53.0%	52.7%	52.6%	54.7%
	Over 50 y/o	Lion Corporation (including employees on loan)	38.0%	38.0%	38.9%	40.2%	40.6%
		Lion Group	27.0%	28.0%	29.2%	30.2%	28.5%

Recruitment

			2021	2022	2023	2024	2025
New hires (new graduates)	Male	Lion Corporation (including employees on loan)	54	46	35	37	37
	Female	Lion Corporation (including employees on loan)	33	38	30	37	37
New hires (mid-career hires)	Male	Lion Corporation (including employees on loan)	20	7	17	31	29
	Female	Lion Corporation (including employees on loan)	13	14	8	22	33
	Management Positions	Lion Corporation (including employees on loan)	—	5	5	7	14
	Non-management positions	Lion Corporation (including employees on loan)	—	14	20	46	48
Regionally based employees	Users		0	8	9	0	0
Re-hired retirees	Number	Lion Corporation (including employees on loan)	293	343	462	475	518
	%	Lion Corporation (including employees on loan)	8.2%	9.6%	12.8%	13.6%	14.9%
Temporary employees		Lion Corporation (including employees on loan)	130	104	78	60	43
Employees with disabilities	Number	Lion Corporation (including employees on loan)	77	79	85	79	41
		Lion Group	127	131	135	94	101
	%	Lion Corporation (including employees on loan)	2.7%*1	2.8%*1	2.9%*1	2.8%*1	2.4%*1
		Lion Group	1.7%	1.8%	1.9%	1.3%	1.3%

Resignations

			2021	2022	2023	2024	2025
Total employee turnover rate*2		Lion Corporation (including employees on loan)	2.8%	3.3%	3.1%	3.8%	4.1%
Voluntary employee turnover rate		Lion Corporation (including employees on loan)	2.3%	1.6%	2.0%	2.2%	1.8%
		Lion Group	4.9%	5.5%	5.8%	4.4%	4.5%
Employees who resigned within three years of entering the Company	Number	Lion Corporation (including employees on loan)	4	6	11	12	12
	%	Lion Corporation (including employees on loan)	1.6%	2.4%	4.4%	3.5%	4.7%

Years of service

			2021	2022	2023	2024	2025
Average service years (excluding rehired retirees)	Male	Lion Corporation (including employees on loan)	19.5	19.6	18.3	16.9	17.7
	Female	Lion Corporation (including employees on loan)	14.1	14.2	13.1	13.1	13.8

Labor-management relations

		2021	2022	2023	2024	2025
Ratio of companies with labor unions, labor-management councils, or other mechanisms for consultation between employees and management	Lion Group	86.4%	86.4%	86.4%	86.4%	86.4%
Ratio of employees who are members of the above	Lion Corporation (including employees on loan)	77.9%	65.9%	62.6%	60.6%	59.9%
	Lion Group	75.1%	72.9%	71.3%	70.5%	80.6%

Percentage of female employees in management positions

			2021	2022	2023	2024	2025
Percentage of female in management positions*3	Number	Lion Corporation (including employees on loan)	93	98	127	133	157
		Lion Group	289	267	334	339	425
	%	Lion Corporation (including employees on loan)	10.3%	11.1%	14.2%	14.5%	17.3%
		Lion Group	20.4%	19.6%	23.5%	24.4%	27.7%
Percentage of female in top-level management positions (Senior Management)	Number	Lion Corporation (including employees on loan)	2	2	3	1	0
		Lion Group	47	44	44	42	67
	%	Lion Corporation (including employees on loan)	12.5%	9.1%	12.5%	4.5%	0.0%
		Lion Group	40.2%	38.9%	39.3%	38.2%	43.8%
Percentage of female in low- and mid-level management positions	Number	Lion Corporation (including employees on loan)	91	96	124	132	157
		Lion Group	242	223	290	315	358
	%	Lion Corporation (including employees on loan)	10.3%	11.2%	14.2%	14.5%	17.6%
		Lion Group	18.6%	17.8%	22.1%	23.2%	26.0%

			2021	2022	2023	2024	2025
Percentage of female employees in junior management positions*4	Number	Lion Corporation (including employees on loan)	163	180	160	154	148
		Lion Group	232	231	233	227	250
	%	Lion Corporation (including employees on loan)	27.8%	31.4%	32.0%	33.3%	32.7%
		Lion Group	28.1%	30.2%	26.3%	31.7%	33.6%
Percentage of female employees in management positions with revenue-generating functions	Number	Lion Corporation (including employees on loan)	36	37	42	37	39
		Lion Group	154	147	155	155	179
	%	Lion Corporation (including employees on loan)	9.9%	10.5%	12.8%	12.3%	13.3%
		Lion Group	24.0%	23.1%	25.2%	26.0%	28.1%
Percentage of female employees in STEM-related positions	Number	Lion Corporation (including employees on loan)	19	19	32	22	30
		Lion Group	39	40	58	45	58
	%	Lion Corporation (including employees on loan)	11.8%	12.3%	14.7%	13.4%	16.5%
		Lion Group	16.8%	16.3%	18.8%	18.3%	20.7%

Average pay gap between men and women

			2021	2022	2023	2024	2025
The percentage of average salary of female employees against that of male employees (Directors)	Male	Lion Corporation (including employees on loan)	100%	100%	100%	100%	100%
	Female	Lion Corporation (including employees on loan)	—	—	—	—	—
The percentage of average salary of female employees against that of male employees (External Directors)	Male	Lion Corporation (including employees on loan)	100%	100%	100%	100%	100%
	Female	Lion Corporation (including employees on loan)	100%	100%	100%	100%	100%
The percentage of average salary of female employees against that of male employees (Management Positions)	Male	Lion Corporation (including employees on loan)	100%	100%	100%	100%	100%
		Lion Group	100%	100%	100%	100%	100%
	Female	Lion Corporation (including employees on loan)	89%	93%*5	92%*5	89%	90%
		Lion Group	93%	97%	91%	91%	98%
The percentage of average salary of female employees against that of male employees (Non-management positions)	Male	Lion Corporation (including employees on loan)	100%	100%	100%	100%	100%
		Lion Group	100%	100%	100%	100%	100%
	Female	Lion Corporation (including employees on loan)	79%	79%*5	81%*5	82%	81%
		Lion Group	91%	89%	92%	91%	97%

*1 Uses the standard calculation for the domestic hiring rate

*2 Total employee turnover rate number should be the sum of the Voluntary employee turnover and the involuntary employee turnover rate (such as retirement, end of term, or death)

*3 Total of those in top-level management positions (equivalent to Executive General Managers, Deputy Executive General Managers, etc., excluding the CEO and directors) and mid-level and low-level management positions (equivalent to General Managers, managers, etc.)

*4 Equivalent to support roles, such as assistant managers, etc.

*5 Verified by a third party

› More about related initiatives

Work-Life Enrichment

Work style, working hours and leave

			2021	2022	2023	2024	2025
Employees who took childcare leave	Male	Lion Corporation (including employees on loan)	54	55	57	55	63
	Female	Lion Corporation (including employees on loan)	84	77	89	84	93
Employees who took shorter work hours for childcare	Male	Lion Corporation (including employees on loan)	0	0	0	1	1
	Female	Lion Corporation (including employees on loan)	78	65	74	87	73
Average overtime per month [hours]		Lion Corporation (including employees on loan)	12.5	13.8	12.4	12.3	12.7
Annual paid leave used		Lion Corporation (including employees on loan)	65.9%	69.2%	74.8%	78.8%	76.4%
Volunteer leave used	Users (total)	Lion Corporation (including employees on loan)	0	0	0	2	2
	Days taken	Lion Corporation (including employees on loan)	—	—	—	7	8

Employee Awareness and Behavior Survey

Lion Corporation(including employees on loan)

		2021	2022	2023	2024	2025
Employee Awareness and Behavior Survey Employees who take pride in their work	Overall response rate	84.3%	89.5%	93.5%	94.5%	92.8%
	Overall	80.5%	77.1%	74.5%	76.9%	81.8%
	Male	84.3%	78.2%	76.4%	78.9%	84.1%
	Female	77.0%	78.1%	75.4%	78.4%	82.7%
	Below 30 y/o	74.9%	71.9%	75.2%	77.7%	85.2%
	30–39 y/o	78.9%	76.9%	70.6%	69.6%	78.5%
	40–49 y/o	79.0%	75.9%	72.8%	76.1%	81.3%
	50–59 y/o	84.6%	79.5%	76.7%	79.2%	80.5%
	60 y/o and above	85.4%	82.1%	78.4%	85.2%	87.0%
	Management Positions (Including executives)	89.6%	85.1%	82.1%	81.5%	83.6%
	Non-management positions	77.5%	74.9%	72.1%	77.1%	85.5%

› More about related initiatives

Average training hours and amount spent per FTE

			2021	2022	2023	2024	2025
Average hours per FTE of training and development		Lion Corporation (including employees on loan)	52.8*	58.1	50.2	38.1	41.6
		Lion Group	31.0*	34.9	32.1	25.9	27.2
Average hours per FTE of training and development breakdown	Employees below 30 y/o	Lion Corporation (including employees on loan)	97.7	93.1	80.4	79.9	133.5
		Lion Group	44.2	44.1	43.7	41.2	59.1
	Employees 30–50 y/o	Lion Corporation (including employees on loan)	49.3	55.2	56.7	39.0	31.9
		Lion Group	26.3	31.7	32.8	25.0	19.9
	Employees 50 y/o and above	Lion Corporation (including employees on loan)	54.5	46.3	31.0	22.3	20.8
		Lion Group	36.6	34.1	23.7	18.3	18.7
	Male	Lion Corporation (including employees on loan)	49.2	66.9	54.4	39.2	40.2
		Lion Group	30.1	40.9	35.6	26.8	25.7
	Female	Lion Corporation (including employees on loan)	59.8	41.9	43.0	36.4	44.0
		Lion Group	30.3	26.1	26.9	24.4	27.2
	Top management positions	Lion Corporation (including employees on loan)	39.7	281.5	48.2	53.3	24.9
		Lion Group	21.1	63.8	29.3	29.3	19.3
	Low- and mid-level management positions	Lion Corporation (including employees on loan)	83.3	128.5	79.0	61.1	69.9
		Lion Group	60.4	95.0	58.2	46.2	53.8
	Junior management positions	Lion Corporation (including employees on loan)	42.9	18.7	67.4	16.4	27.6
		Lion Group	33.4	16.8	47.8	16.8	23.7
Average amount spent per FTE on training and development		Lion Corporation (including employees on loan)	¥67,100	¥94,800	¥74,793	¥77,549	¥88,529
		Lion Group	¥36,700	¥51,400	¥43,992	¥45,162	¥46,733
Average amount spent per FTE on training and development breakdown	Employees below 30 y/o	Lion Corporation (including employees on loan)	¥67,100	¥288,300	¥107,671	¥152,507	¥203,329
		Lion Group	¥43,500	¥120,000	¥48,381	¥62,896	¥80,463
	Employees 30–50 y/o	Lion Corporation (including employees on loan)	¥107,700	¥82,900	¥103,211	¥98,209	¥108,677
		Lion Group	¥46,700	¥40,700	¥52,257	¥49,336	¥49,243
	Employees 50 y/o and above	Lion Corporation (including employees on loan)	¥24,100	¥27,700	¥28,557	¥21,262	¥27,192
		Lion Group	¥16,900	¥20,400	¥22,207	¥16,528	¥21,104
	Male	Lion Corporation (including employees on loan)	¥70,800	¥98,300	¥76,049	¥76,269	¥90,665
		Lion Group	¥41,300	¥55,900	¥45,954	¥54,391	¥33,318
	Female	Lion Corporation (including employees on loan)	¥60,000	¥87,500	¥72,602	¥79,730	¥85,006
		Lion Group	¥29,200	¥41,900	¥38,129	¥40,586	¥42,914

			2021	2022	2023	2024	2025
	Top management positions	Lion Corporation (including employees on loan)	¥65,000	¥643,500	¥562,378	¥294,692	¥269,164
		Lion Group	¥33,700	¥108,200	¥168,668	¥103,555	¥71,092
	Low- and mid-level management positions	Lion Corporation (including employees on loan)	¥105,000	¥176,600	¥119,545	¥138,747	¥101,564
		Lion Group	¥76,800	¥127,600	¥87,895	¥98,518	¥78,405
	Junior management positions	Lion Corporation (including employees on loan)	¥44,000	¥182,900	¥62,361	¥49,480	¥116,078
		Lion Group	¥33,500	¥139,200	¥44,186	¥39,448	¥79,983

Performance appraisal and internal promotions

			2021	2022	2023	2024	2025
Type of individual performance appraisal Coverage of the MBO system*1 at Lion Corporation	Top management positions	Lion Corporation	Introduced	Introduced	Introduced	Introduced	Introduced
	Low- and mid-level management positions	Lion Corporation	Introduced	Introduced	Introduced	Introduced	Introduced
	Junior management positions	Lion Corporation	Introduced	Introduced	Introduced	Introduced	Introduced
	Employees in non-management positions	Lion Corporation	Introduced	Introduced	Introduced	Introduced	Introduced
Type of individual performance appraisal Coverage of the MBO system*1: % of all employees	Top management positions	Lion Group	57.3%	53.3%	59.8%	59.8%	46.1%
	Low- and mid-level management positions	Lion Group	95.5%	94.8%	94.7%	94.7%	94.5%
	Junior management positions	Lion Group	94.9%	94.4%	97.6%	97.6%	96.9%
	Employees in non-management positions	Lion Group	63.6%	66.2%	69.4%	69.4%	67.0%
Percentage of open positions filled by internal candidates (internal hires)*2		Lion Corporation (including employees on loan)	69.0%	89.1%	95.1%	92.2%	78.1%
		Lion Group	55.7%	67.6%	82.5%	66.0%	63.3%

*1 MBO: Management by Objectives

*2 Percentage of internal hires: Internal hires / (external mid-career hires + internal hires)

› More about related initiatives

Improving Employee Health

Lion Corporation(including employees on loan)

		2021	2022	2023	2024	2025
Physical health	Rate of employees getting regular health checkups	100.0%	99.8%	99.9%	99.9%	100.0%
	Rate of employees getting necessary follow-up examinations	59.6%	59.4%	55.7%	62.0%	55.4%
	Rate of employees requiring specific health guidance (ages 40 and over)*	16.8%	15.9%	14.7%	15.5%	16.1%
	Rate of employees requiring specific health guidance (ages 40 and over)*	83.6%	79.6%	85.1%	84.3%	To be confirmed
	Rate of employees with metabolic syndrome (ages 40 and over)	14.3%	13.6%	12.9%	14.0%	13.3%
	Rate of employees who fall into the pre-metabolic syndrome group (ages 40 and over)	14.4%	12.1%	13.4%	13.8%	13.9%
	Rate of employees maintaining a healthy body weight	66.9%	67.5%	67.7%	66.2%	67.0%

		2021	2022	2023	2024	2025
Living habits	Employee nonsmoker rate	82.6%	83.1%	83.6%	83.9%	84.1%
	Rate of employees who habitually exercise	24.8%	26.1%	26.1%	26.9%	28.7%
	Proportion of employees who are sufficiently rested after sleep	67.4%	68.0%	66.9%	68.0%	71.8%
	Proportion of employees who eat breakfast habitually	75.8%	75.3%	74.4%	74.9%	76.3%
	Suitable rate for employees who habitually drink alcohol	84.5%	83.0%	89.2%	87.7%	86.8%
Mental health	Stress level check implementation rate	94.7%	97.5%	98.3%	98.5%	97.4%
	Rate of employees with high stress levels	9.2%	8.7%	9.5%	8.6%	7.6%
Health literacy	Proportion of employees who respond that they “mostly understand” or “understand well” their health checkup results	89.8%	91.2%	90.8%	90.8%	90.8%
	Proportion of employees who respond that they “know what to do” or “mostly know what to do” to improve their health based on their health checkup results	87.2%	88.6%	88.6%	88.9%	89.3%

＊ Figures calculated by health insurance society (insured persons of the entire group)

Productivity and Professional Fulfillment

【Lion Corporation(including employees on loan)】

		2022	2023	2024	2025	Target 2030
Productivity	Performance(Presenteeism)*1	84.7%	85.9%	85.0%	84.8%	85.0% or more
	Rate of absence due to illness or poor health(Absenteeism)*2	0.8%	0.9%	1.0%	1.1%	Decrease in 2021 (0.7%)
Professional fulfillment*3	Work engagement	2.6	2.4	2.4	2.6	3.0 or more
	Proportion of employees that respond that they are “satisfied” or “mostly satisfied” with their jobs	75.4%	69.4%	68.9%	72.7%	—
	Proportion of employees that respond “I believe so” or “I somewhat believe so” to the statement “My job is professionally fulfilling”	71.2%	73.2%	71.5%	75.9%	—

＊1 Presenteeism: A condition in which a person goes to work while suffering from some disease or symptom and has reduced work performance and labor productivity.
Measured using SPQ (University of Tokyo 1-item version), 2025 Number of respondents: 3,345, Response rate: 96.3%.

＊2 Absenteeism: sick leave, state of being absent from work due to illness
Absence rate = number of days lost/total number of days worked (calculated from work information)

＊3 Work engagement: measured using stress check (Work Engagement: average score of 2 questions on a 4-point scale)
2025 Number of respondents: 3,288, response rate: 97.4%

Switching rate to RSPO-certified products for key raw materials (Domestic)

2021	2022	2023	2024	2025
93%	99%	99%	99%	99%

More about related initiatives

Procurement rate of third-party certified paper from domestic paper manufacturers for key products

2021	2022	2023	2024	2025
98%	99%	98%	99%	98%

More about related initiatives

Number of primary suppliers who filled out self-checks questionnaires and Response Rate

	2021	2022	2023	2024	2025
Number of suppliers数	502	474	436	392	356
Response Rate	100%	96%	96%	97%	97%

More about related initiatives

Key Suppliers

	2021	2022	2023	2024	2025
Number of key suppliers	90	90	90	90	90
Percentage of key suppliers among primary suppliers	17.9%	17.9%	19.3%	25.6%	29.8%
Portion of purchasing that is from key suppliers (monetary basis, among all primary suppliers)	89%	89%	89%	92%	95%

More about related initiatives

ESG Data and Third-Party Verification

Governance Data

- Compliance E-learning Participation Rate
- The AL Heart Hotline Recognition Rate Among Employees
- AL Heart Hotline Consultations and Reports
- Product recalls from consumers or distributors

Scope: Lion Corporation + domestic Group companies

Compliance E-learning Participation Rate

2021	2022	2023	2024	2025
99.2%	98.1%	96.2%	97.3%	98.1%

More about related initiatives

The AL Heart Hotline Recognition Rate Among Employees

2021	2022	2023	2024	2025
99.0%	99.4%	99.5%	98.6%	99.5%

AL Heart Hotline Consultations and Reports

	2021	2022	2023	2024	2025
Harassment	12	13	17	20	15
Personnel and labor management issues	5	9	7	5	11
Others	2	3	13	9	11

More about related initiatives

Product recalls* from consumers or distributors

Scope: Lion Corporation

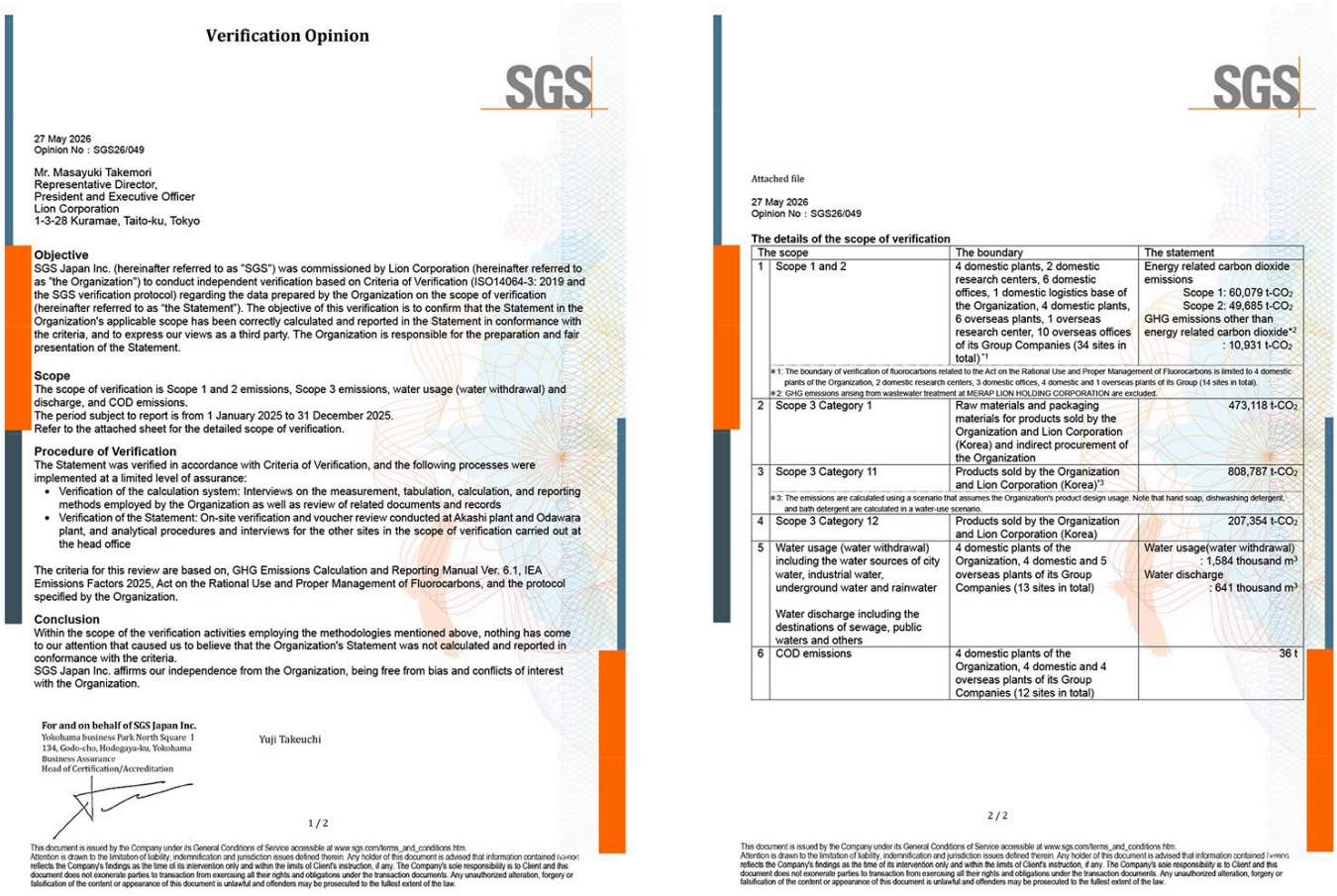
2021	2022	2023	2024	2025
0	0	0	0	0

ESG Data and Third-Party Verification

Conducting Third-Party Verification (Environment)

To ensure the transparency and accuracy of its environmental data, the Lion Group has undergone third-party verification regarding data on its greenhouse gas emissions (Scope 1, Scope 2 and main Scope 3 categories) and water withdrawal and discharge from SGS Japan Inc. Most recently, the Group obtained third-party verification opinions regarding its environmental data for 2025.

Going forward, we will utilize third-party verification and work continuously to improve accuracy.



Verification Opinion

27 May 2026
Opinion No : SGS26/049

Mr. Masayuki Takemori
Representative Director,
President and Executive Officer
Lion Corporation
1-3-28 Kuramae, Taito-ku, Tokyo

Objective
SGS Japan Inc. (hereinafter referred to as "SGS") was commissioned by Lion Corporation (hereinafter referred to as "the Organization") to conduct independent verification based on Criteria of Verification (ISO14064-3: 2019 and the SGS verification protocol) regarding the data prepared by the Organization on the scope of verification (hereinafter referred to as "the Statement"). The objective of this verification is to confirm that the Statement in the Organization's applicable scope has been correctly calculated and reported in the Statement in conformance with the criteria, and to express our views as a third party. The Organization is responsible for the preparation and fair presentation of the Statement.

Scope
The scope of verification is Scope 1 and 2 emissions, Scope 3 emissions, water usage (water withdrawal) and discharge, and COD emissions.
The period subject to report is from 1 January 2025 to 31 December 2025.
Refer to the attached sheet for the detailed scope of verification.

Procedure of Verification
The Statement was verified in accordance with Criteria of Verification, and the following processes were implemented at a limited level of assurance:

- Verification of the calculation system: Interviews on the measurement, tabulation, calculation, and reporting methods employed by the Organization as well as review of related documents and records
- Verification of the Statement: On-site verification and voucher review conducted at Akashi plant and Odawara plant, and analytical procedures and interviews for the other sites in the scope of verification carried out at the head office

The criteria for this review are based on, GHG Emissions Calculation and Reporting Manual Ver. 6.1, IEA Emissions Factors 2025, Act on the Rational Use and Proper Management of Fluorocarbons, and the protocol specified by the Organization.

Conclusion
Within the scope of the verification activities employing the methodologies mentioned above, nothing has come to our attention that caused us to believe that the Organization's Statement was not calculated and reported in conformance with the criteria.
SGS Japan Inc. affirms our independence from the Organization, being free from bias and conflicts of interest with the Organization.

For and on behalf of SGS Japan Inc.
Yokohama business Park North Square 1
134, Godo-cho, Hodogaya-ku, Yokohama
Business Assurance
Head of Certification/Accreditation

Yuji Takeuchi

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Attached file

27 May 2026
Opinion No : SGS26/049

The details of the scope of verification

The scope		The boundary	The statement
1	Scope 1 and 2	4 domestic plants, 2 domestic research centers, 6 domestic offices, 1 domestic logistics base of the Organization, 4 domestic plants, 6 overseas plants, 1 overseas research center, 10 overseas offices of its Group Companies (34 sites in total)*1	Energy related carbon dioxide emissions Scope 1: 60,079 t-CO_2 Scope 2: 49,685 t-CO_2 GHG emissions other than energy related carbon dioxide*2 : 10,931 t-CO_2
	*1: The boundary of verification of fluorocarbons related to the Act on the Rational Use and Proper Management of Fluorocarbons is limited to 4 domestic plants of the Organization, 2 domestic research centers, 3 domestic offices, 4 domestic and 1 overseas plants of its Group (14 sites in total). *2: GHG emissions arising from wastewater treatment at MERAP LION HOLDING CORPORATION are excluded.		
2	Scope 3 Category 1	Raw materials and packaging materials for products sold by the Organization and Lion Corporation (Korea) and indirect procurement of the Organization	473,118 t-CO_2
3	Scope 3 Category 11	Products sold by the Organization and Lion Corporation (Korea)*3	808,787 t-CO_2
	*3: The emissions are calculated using a scenario that assumes the Organization's product design usage. Note that hand soap, dishwashing detergent, and bath detergent are calculated in a water-use scenario.		
4	Scope 3 Category 12	Products sold by the Organization and Lion Corporation (Korea)	207,354 t-CO_2
5	Water usage (water withdrawal) including the water sources of city water, industrial water, underground water and rainwater Water discharge including the destinations of sewage, public waters and others	4 domestic plants of the Organization, 4 domestic and 5 overseas plants of its Group Companies (13 sites in total)	Water usage(water withdrawal) : 1,584 thousand m^3 Water discharge : 641 thousand m^3
6	COD emissions	4 domestic plants of the Organization, 4 domestic and 4 overseas plants of its Group Companies (12 sites in total)	36 t

2 / 2

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Verification Opinion

Initiatives and External Evaluations

Participation in Initiatives | Evaluations and Certifications | Status of Inclusion in SRI Indices

Participation in Initiatives

The United Nations Global Compact (UNGC) is a global initiative in which companies and organizations take action as upstanding members of society by exercising responsible, productive leadership to realize sustainable growth. Participating companies and organizations are asked to uphold and put into action ten principles in the four areas of “Human Rights,” “Labour,” “Environment” and “Anti-Corruption.”



The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Business should support and respect the protection of internationally proclaimed human rights; and
	Principle 2: Make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4: The elimination of all forms of forced and compulsory labour;
	Principle 5: The effective abolition of child labour; and
	Principle 6: The elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Business should support a precautionary approach to environmental challenges;
	Principle 8: Undertake initiatives to promote greater environmental responsibility; and
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Business should work against corruption in all its forms, including extortion and bribery.

Lion announced its support for the UNGC in 2009 and takes part in related initiatives. Furthermore, Lion is a member of the Global Compact Network Japan (GCNJ)[Japanese], a local network of the UNGC. The CGNJ has subcommittees aimed at promoting the CSR activities of its member companies. Lion participates in the Supply Chain, Environmental Management, HRDD and SRI/ESG subcommittees. The subcommittees share information on the latest CSR-related developments through lectures by experts and examples of initiatives at participating companies. They also prepare various publications to support the CSR efforts of diverse corporate actors based on the experience of the participating companies across a wide range of industries.

Publications Lion Has Helped Prepare

◎Supply Chain Subcommittee

Introductory text on CSR procurement (bringing CSR to the supply chain) [Japanese]

CSR procurement self-assessment tool set [Japanese]

Others

- Participation in External Environmental Initiatives
- Participation in Pharmaceutical Product Safety Initiatives
- Participation in External Supply Chain Initiatives
- Participation in External Human Rights Initiatives

Evaluations and Certifications

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

As of June 2026

CDP Water Security



CDP Water Security

News Release

Supplier Engagement Assessment



Supplier Engagement Assessment

News Release

Sustainability Year book



Sustainability Year book

News Release

SBT Initiative



SBT Initiative

News Release

NIKKEI Sustainable Management Survey, SDGs Edition

NIKKEI Sustainable Management Survey, Smart Work Edition

Nikkei SDGs Management Survey

NIKKEI Smart Work [Japanese]

ESG Finance Awards Japan

Digital Transformation Certification

ESG Finance Awards Japan [Japanese]

Digital Transformation Certification [Japanese]

Health & Productivity Management Outstanding Organizations



Health & Productivity Management Outstanding Organizations

News Release [Japanese]

Kurumin and Platinum Kurumin Certification



Kurumin and Platinum Kurumin Certification [Japanese]

Japan Sports Agency's Sports Yell Company



Sports Yell Company [Japanese]

News Release [Japanese]

Tokyo Sports Promotion Company Certification System



Tokyo Sports Promotion Company Certification System [Japanese]

News Release [Japanese]

Outstanding Organizations in Food and Nutrition Education

2026
食育実践優良法人

Corporate Excellence Award Program for Food and Nutrition Education Practices

News Release [Japanese]

Eco rail mark

当社は、環境にやさしい鉄道貨物輸送を推進している企業です。
エコレールマーク

Eco rail mark

Status of Inclusion in SRI Indices

In addition to financial considerations, the Lion Group works to address environmental, social and governance issues and has been selected for inclusion in leading socially responsible investing (SRI) indices in and outside Japan. Inclusion in these indicates that we are recognized globally as a highly trustworthy company that meets high standards of corporate ethics and corporate social responsibility.

As of June 2026

Global

MSCI Selection Indexes

FTSE4Good Index

Japan

MSCI Japan ESG Select Leaders Index [Japanese]

MSCI Japan Empowering Women (WIN) Select Index

MSCI Nihonkabu ESG Select Leaders Index [Japanese]

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

Stakeholder Engagement

Approach Lion's Main Stakeholders Stakeholder Engagement Stakeholder Dialogue

Approach

The Lion Group recognizes the importance of meeting the expectations and demands of stakeholders. To that end, mutual understanding with our stakeholders is essential for us to continue our sustainable growth. We strive to actively engage stakeholders in dialogue and collaboration by through various forms of communication.

We value and take seriously our stakeholders' opinions and suggestions. After analyzing and reviewing them internally, we incorporate them into our future corporate activities to further improve our sustainability efforts.

Lion's Main Stakeholders

Lion considers its main stakeholders to be its shareholders, investors, customers (consumers) and business partners, as well as municipalities, governments, non-profit organizations, local communities and employees.



Stakeholder Engagement

To ensure that it will be able to continue to contribute to society, Lion listens carefully to the opinions of stakeholders and promotes stakeholder engagement* via the following communication methods. The opinions we receive are reported to management and the relevant departments and are utilized in our business activities.

* The process in which a company actively engages with its stakeholders through dialogue and other means to achieve mutually acceptable outcomes in order to fulfill its corporate social responsibility (see the Japan Business Federation's Implementation Guidance on Charter of Corporate Behavior, 7th Edition)

Main Stakeholder Communication Methods

Putting Our Purpose into Practice: “Make a difference in everyday lives by redesigning habits: ReDesign”

Stakeholder	Major responsibilities	Main engagement opportunities
Shareholders and investors	• Business growth (sales and profit) • Returning profits to shareholders • Sound and transparent management • Accountability and constructive dialogue • Effective corporate governance	• Annual Meeting of Shareholders, Annual Meeting of Shareholders convocation notice • Financial results briefings • Briefings for individual investors and institutional investors • IR tours: Individual interviews with overseas institutional investors and analysts
	• Enhancing disclosure content • Timely disclosure of management-related information	Website: Investor Relations and News Release sections
	Proactive disclosure of financial and non-financial information	Integrated Report
Customers (consumers)	Redesigning habits	Promotional activities and exhibition events
	Safe and reliable manufacturing	Factory tours
	Product development emphasizing the consumer's perspective	Consumer research: group interviews, monitoring surveys
	Supplying superior products and services useful for everyday living	Commercials, in-store shopping, online shopping
	Promoting information useful for everyday living	Lion’s website and social media
	Appropriate, sincere customer service	Customer support
Business partners	●Suppliers (raw material manufacturers, production contractors) • Establishing supply chain management that takes human rights and the environment into consideration • Responsible raw material procurement	• Self-checks/feedback based on the Lion Group Supplier CSR Guidelines • Compliance consultation and whistle-blowing system (AL Heart Hotline)
	●Retail stores, wholesalers • Building relationships of trust through fair and equitable trade • Stable supply of products • Proposing value-added products and services that meet consumer needs • Contributing to the revitalization of markets in each category	• New product briefings, product seminars • Lion network, wholesaler meetings • Sales floor strategy proposal meetings, merchandising meetings • Collaborative events and fairs • Collaborative environmental initiatives
Governments and municipalities	Appropriate dialogue with supervisory authorities	Councils, committees, opinion exchange meetings, personnel exchanges
	Collaboration to resolve local social issues	Conclusion of agreements, collaborative events and initiatives
	Building and maintaining equitable and sound relationships	Debriefings and information exchange meetings

Stakeholder	Major responsibilities	Main engagement opportunities
Non-profit organizations	Collaborative, cooperative support for solving social and environmental issues	• Conclusion of agreements, collaborative events and initiatives • Opinion exchange meetings • Support through monetary and product donations
Local communities	Solving social and economic issues	Social contribution activities and participation in the local community
	Contributing to regional revitalization and development and collaboration with local communities	Connecting with local residents through events
	• Promoting health and educating the next generation on hygiene and cleanliness • Proposing educational curriculums • Environmental education	• Health seminars • Disaster relief • Supporting science classes • Forest maintenance activities
	Consideration for the natural environment	Environmental beautification activities
	Biodiversity conservation	Conservation activities with local residents
Employees	• Providing a comfortable working environment for employees. • Support for job satisfaction	• Internal communications through the Group intranet, etc. • Employee awareness and behavior surveys • Compliance Awareness Survey
	• Building good relationships • Fostering an organizational culture that encourages innovation	• Roundtable with the President to exchange ideas with management • Creating new businesses through the new value creation program
	• Fair evaluation and treatment • Improving the employee benefits system	• Labor-management meetings • Individual interviews
	Utilizing and developing human resources	• Various educational programs and training for skills acquisition and ability development • Rank-specific training
	Promoting occupational safety and health	• Workplace accident prevention program • e-learning training
	Promoting and managing health	Health checkups, dental checkups
	Respecting human rights	• Compliance consultation and whistle-blowing system (AL Heart Hotline) • e-learning training
	Respecting diversity	

Stakeholder Dialogue

Lion regards dialogue with stakeholders as a valuable opportunity for seeing how its aspirations as a company compare with society's demands and calibrating its sense of balance as a good corporate citizen.

In recent years, in light of the growing importance of responding to new demands from society, we hold study meetings for management as part of our stakeholder dialogues. These meetings bring together outside experts with Lion's top management to discuss sustainability topics directly related to corporate operations. The suggestions and opinions expressed in these dialogues are reflected in Lion's operations and used to further promote sustainability activities.

In May 2022, we held a study meeting on the topic of respect for human rights, which has been attracting attention as a major social issue in recent years. At this meeting, an outside expert specializing in human rights served as an instructor, leading discussion with Lion's chairman, president, directors, Audit & Supervisory Board members and executive officers.

We will continue working to understand and meet the needs of our customers and society through a variety of forms of dialogue with stakeholders.

Implemented	Participating stakeholders	Theme
2022	Outside experts	Respect for human rights (United Nations Guiding Principles on Business and Human Rights)—Why it is crucial to strengthen initiatives to ensure respect for human rights now
2021	An NPO	The Okuchikarada Project for children (Inclusive oral care)
	Outside experts, employees	Spreading awareness of sustainability
2020	Outside experts	ESG-oriented management
2019	Outside experts	Promoting sustainability-oriented management

Social Contribution Activities

Approach Our History of Social Contribution Priority Areas of Social Contribution Activities

Approach

Lion embraces its purpose— “Make a difference in everyday lives by redesigning habits (ReDesign)”—and puts it into practice in its daily operations. As part of our social contribution activities, we have made it our mission to support the daily lives of every individual through the creation of better living habits and to continue working toward the realization of a sustainable society.

Through our social contribution activities, we work alongside our stakeholders to address the challenges not only Japan but also the broader Asian community are facing. By developing products and services that create new social value, we aim to promote mental and physical healthcare and contribute to a healthy global environment.

Our History of Social Contribution

Lion founder Tomijiro Kobayashi was driven by a desire to contribute to society through business. At T. Kobayashi & Co., the predecessor to Lion Corporation, he introduced charity coupons printed on packets of *Lion Toothpowder* with a portion of the proceeds being donated to charitable organizations. This was a groundbreaking philanthropic initiative for the time.

This desire to contribute to society has been passed down through the years, eventually evolving into the Lion Corporate Philosophy’s core principle of “Fulfilling a Spirit of Love,” a legacy that continues to this day.

Today, Lion’s business extends beyond simply providing products and services that promote consumers’ health, comfort, and cleanliness. We also dedicate significant effort to carrying out educational and awareness activities and communication aimed at improving people’s lives and contributing to society.

Priority Areas of Social Contribution Activities

We have positioned “creating healthy living habits,” “creating environmentally friendly habits,” “educating and nurturing the next generation” and “disaster preparedness” as priority areas for our social contribution activities. In pursuing these initiatives, we collaborate with a wide range of stakeholders, including local governments, while leveraging our expertise and resources in creating better living habits.

Social contribution activities	Associated Stakeholders (in no particular order)
Priority Areas 1. Creating healthy living habits 2. Creating environmentally friendly habits 3. Educating and nurturing the next generation 4. Disaster preparedness **Other initiatives** • Community Engagement (Biodiversity Conservation Activities, Factory Tours, etc.) • Promotion of Sports (LION FANGS Rugby Exchange) Donations and Sponsorship	◆Government and governing bodies of local municipalities (Okinawa Prefecture, Ishinomaki City, Taito-ku, Sakaide City, Sumida-ku, Akashi City, Yokohama City) ◆Nonprofit organizations • Public interest incorporated foundation (Lion Dental Hygiene Research Institute) • NPOs and NGOs (Nationwide Children's Cafeteria Support Center Musubie, etc.) • General incorporated associations ◆Local Communities • School corporations and educational institutions ◆Business Partners ◆Employees

- Creating Healthy Living Habits (Oral Healthcare, Cleanliness and Hygiene)
- Creating Environmentally Friendly Habits (Environmental Communication)
- Educating and Nurturing the Next Generation (Youth Development)
- Disaster Preparedness and Health and Hygiene Awareness in Times of Disaster
- Collaboration with Local Governments and Municipalities
- Other Activities (Community Integration, Sports Promotion, Donations and Sponsorship)

1. Creating Healthy Living Habits

We are engaged in social contribution activities aimed at creating healthy living habits, focusing primarily on two key areas: oral healthcare and cleanliness/hygiene.

With the goal of further establishing good oral healthcare and hygiene habits in Japan and across Asia, we conduct awareness and educational campaigns to create healthy living habits. We do this by addressing the specific challenges of local communities, focusing on the daily lives of children and consumers, and collaborating with a diverse range of stakeholders. Additionally, we actively engage in public relations activities to raise broad awareness of these initiatives and accelerate changes in societal attitudes and behaviors.

1-1. Efforts to promote oral healthcare habits

Inclusive Oral Care / Okuchikarada Project

Since 2021, Lion has pursued "Inclusive Oral Care" with the goal of creating a society that provides oral healthcare to everyone, leaving no one behind. As part of this initiative, we have launched the Okuchikarada Project, which supports the mental and physical healthcare of children by helping them establish good oral healthcare habits.

Through the Okuchikarada Project, we collaborate with organizations such as the Certified NPO Nationwide Children's Cafeteria Center Musubie and groups in Okinawa Prefecture that create safe spaces for children, with the goal of nurturing children's self-esteem. Our main initiatives include the nationwide distribution of hands-on learning program kits for children's cafeterias and safe spaces (such as picture-story shows about brushing teeth, craft activities, card games, and toothbrushing calendars); facilitating interactions between children and employees through employee training; and conducting awareness-raising PR campaigns in collaboration with other companies.

In Okinawa Prefecture, we are also addressing region-specific challenges and working to promote oral healthcare habits rooted in specific communities through diverse initiatives such as providing hands-on learning opportunities for children, conducting awareness campaigns at certified kindergartens and nursery schools, and offering support to young pregnant women and new mothers.



A glimpse of the hands-on programs offered at a children's cafeteria



A hands-on learning event created in collaboration with a corporate partner



A hands-on learning event at a community welfare festival

1-2. Efforts to promote cleanliness and hygiene

Lion aims to support the establishment of good hygiene habits among children and their parents, as well as to assist teachers in promoting these habits in educational settings, through its efforts to raise awareness about handwashing and hand sanitization.

Handwashing Awareness Campaigns in Kindergartens and Elementary Schools

In kindergartens and elementary schools, we conduct hands-on workshops where children decorate their own bottles using our *KireiKirei Foaming Hand Soap*, as well as experiments exploring the properties of foam. Through these activities, we help children develop both the awareness and habit of washing their hands for the sake of their families and loved ones, while also supporting parents and teachers in promoting handwashing.



Kindergarteners take part in the "Arautan gymnastics," a hand-washing workout



Children design their custom stickers for the *KireiKirei* My Bottle Campaign



A lesson on handwashing at an elementary school

2. Creating Environmentally Friendly Habits

As part of our social contribution activities aimed at creating environmentally friendly habits, we focus on two pillars from the perspective of resource circulation: water conservation habits and plastic waste reduction habits. By reducing water usage and plastic consumption in Japan and Asia, and by promoting resource circulation, we aim to contribute to the reduction of CO_2 emissions and help establish habits that lead to a sustainable global environment.

2-1. Efforts to promote water conservation

As a company that handles many products closely related to water—such as toothpastes, hand soaps, laundry detergents and dishwashing liquids—we consider water conservation to be an important corporate responsibility and are committed to promoting good water-saving habits.

For Elementary Schools: Water-Saving Eco-Habits Challenge

We provide educational materials designed for elementary school environmental studies, titled the “Water-Saving Eco Habits Challenge,” with the goal of cultivating an awareness of water conservation from the earliest stages of a child’s education. The program helps students learn about the water-saving benefits of reducing the number of rinse cycles while doing laundry and encourages them to think about environmentally friendly actions they can take in their daily lives.

Workshops at Lion Headquarters

To foster a culture of water conservation, we invite children from the area surrounding our headquarters to our office and, in collaboration with the Taito City Environmental Education Center, host fun workshops where they learn about local river wildlife and aquatic environments, how water is purified, and water-saving practices they can adopt in their daily lives.



Water-Saving Eco-Habits Challenge materials for elementary school students



A lesson using Water-Saving Eco-Habits Challenge materials

2-2. Efforts to promote plastic waste reduction

As a company that handles a wide variety of plastic-based containers and packaging, such as bottles and pouches, we are committed to promoting practices that prevent plastic waste in order to help realize a resource-circulating society.

For junior high and high school students: SDGs lessons

We conduct SDGs-focused lessons in junior high and high schools to raise awareness of resource recycling among students, covering environmental issues related to plastic as well as such initiatives as our toothbrush recycling and refill pack/pouch recycling programs.

For all ages: Hands-on learning and educational materials

We encourage people of all ages, from young children to seniors, to develop habits that minimize plastic waste by offering hands-on upcycling arts and craft activities—such as creating kaleidoscopes using plastic pieces from recycled toothbrushes—that make resource recycling an accessible and enjoyable experience, as well as distributing our sustainability communication booklet, “Foundation of Daily Life: In Numbers.”



The Kaleidoscope Craft Workshop, an upcycling art project using plastic toothbrush parts



> Our sustainability communication booklet, “Foundation of Daily Life: In Numbers” [Japanese]

3. Educating and Nurturing the Next Generation

We engage in a variety of activities—such as inquiry-based learning and career experiences in collaboration with schools and local communities—with the aim of shaping the habits of the next generation and building relationships with future generations. Through workshops focused on our business and social issues, as well as dialogue with our employees, we provide children and young people with opportunities to proactively consider how to develop better living habits and shape their careers, thereby supporting the development of the next generation and their participation in building a sustainable society.

3-1. Inquiry-Based Learning and SDGs Lessons for Educational Trips

Taking advantage of our headquarters' location in a tourist area, we host corporate visits and field trips for school excursions and conduct classes centered on the SDGs.

In collaboration with the Taito-ku Office in Tokyo and travel agencies, we offer lessons, idea workshops, and hands-on craft activities for junior high and high school students. These programs, designed to support inquiry-based learning, focus on such themes as creating good oral healthcare habits and creating environmentally friendly habits, thereby providing students with opportunities to learn about the connections between social issues and their own actions.



Students on a field trip participating in an SDGs lesson

3-2. On-site lectures

We offer on-site lectures at local elementary schools and participate in corporate events such as family days, providing hands-on craft activities where families can enjoyably learn about oral healthcare, handwashing and environmental issues.

3-3. Career and workplace experience program

Starting in 2026, we plan to participate in the Tokyo Metropolitan Government's "Children's Smile Movement" initiative and implement career experience programs for junior high and high school students.

In addition to providing hands-on experience with social contribution activities, such as promoting toothbrushing and handwashing in kindergartens, we will offer opportunities for students to plan and propose initiatives that address social issues, thereby creating opportunities for the next generation to reflect on their careers and participation in society.



The “Kids Smile Movement” logo
Lion Corporation has joined the Kid's Smile Movement

4. Preparedness and Health and Hygiene Awareness in Times of Disaster

In times of disaster, poor sanitation and water shortages can make it difficult to maintain personal hygiene, making cleanliness and hygiene even more critical. In particular, oral health is closely linked to overall health; inadequate oral healthcare not only increases the risk of dental problems such as cavities and gum disease but also raises the risk of infections, including aspiration pneumonia.

With this in mind, Lion strives to raise awareness of hygiene and healthcare practices during disaster prevention and emergency situations and promotes the creation of habits that encourage preparedness not only during disasters but also in everyday life.

Disaster Preparedness: Distribution of Hygiene Kits and Public Awareness Campaigns

We provide “Disaster Preparedness Hygiene Kits” that encourage people to stock their emergency kits with oral healthcare items such as toothbrushes and other hygiene supplies while raising awareness of the “rolling stockpile” practice—where items are used regularly and replaced periodically to maintain a constant, up-to-date supply.

“Hygiene and Health Care in Times of Disaster” Book

We have created and distribute a booklet titled “Hygiene and Health Care in Times of Disaster,” which presents a compilation of information on oral healthcare during water shortages and precautions for hygiene and healthcare during evacuation, providing practical guidance for use in the event of a disaster.

Raising awareness at disaster prevention events, etc.

We actively participate in disaster prevention events and related activities across the country, using hands-on exhibits and explanations to raise awareness about the importance of hygiene and healthcare during disasters, as well as specific care methods.



Taito-ku disaster preparedness fair

Hygiene and Health Care Information for Times of Disaster

5. Collaboration with Local Governments and Municipalities

Lion collaborates with local governments and municipalities in regions with which it has historical ties or where its facilities are located to promote such key initiatives as “creating healthy living habits” and “creating environmentally friendly habits.” Working together with a diverse range of local stakeholders, the Company carries out social contribution activities rooted in the specific challenges of each region.

5-1. Ishinomaki City, Miyagi Prefecture

Lion’s founder, Tomijiro Kobayashi, had close ties to Ishinomaki City. Honoring this connection, Lion has pursued recovery support initiatives in the city on a continuous basis since the Great East Japan Earthquake in 2011.

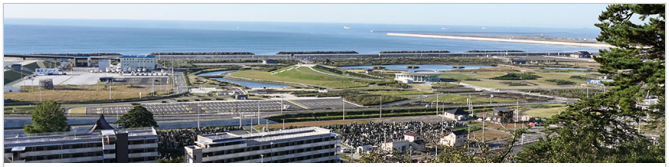
In January 2019, Lion formed a comprehensive collaboration agreement with the city to promote the health of city residents and revitalize the area using its accumulated health improvement expertise. In January 2024, after a long suspension of activities due to COVID-19, we signed on for the second phase of the comprehensive collaboration agreement and have continued working with Ishinomaki City. In addition, we will continue to implement a variety of initiatives based on employee participation.



A group photo from the comprehensive collaboration agreement activity report meeting



A group photo of a tree planting event at Ishinomaki Minamihama Tsunami Memorial Park



Lion's Initiatives to Promote Recovery from the Great East Japan Earthquake

5-2. Taito-ku, Tokyo

In March 2023, we concluded an agreement with the municipality of Taito-ku upon the relocation of our headquarters. To address local issues, such as those related to health and the environment, the agreement promotes collaboration in seven key areas: (1) measures promoting health and dental health; (2) environmental measures and product recycling; (3) promotion of a gender-equal society; (4) sound upbringing of children and youth; (5) disaster prevention measures; (6) tourism promotion and (7) promotion of sports. This agreement was forged with the aim of collaborating and cooperating in the promotion of local residents' health and contributing to fostering community harmony and the realization of a sustainable society.



Signing ceremony for the comprehensive collaboration agreement

5-3. Sakaide City, Kagawa Prefecture

The KireiKirei City-Sakaide Project is an initiative implemented through a partnership agreement signed in 2014 by Sakaide City, the Lion Chemical Co., Ltd. Oleochemical Production Site and Lion that aims to improve the health of the citizens of Sakaide City by educating them about healthy habits such as handwashing and oral healthcare. We are also engaged in toothbrush recycling, collecting used toothbrushes at facilities and schools throughout the city.

In February 2026, we signed our fourth partnership agreement, and we are continuing and expanding our activities through mutual cooperation, building on our achievements to date.



The partnership agreement signing ceremony



A handwashing lesson at an elementary school in Sakaide City

KireiKirei City-Sakaide Project [Japanese]

5-4. Okinawa Prefecture (Inclusive Oral Care)

Through the Okuchikarada Project, an Inclusive Oral Care initiative, we have been conducting a collaborative study involving industry, government, and academia from 2022 to 2025 to evaluate the program's effectiveness in Okinawa Prefecture, where high rates of childhood tooth decay and low self-esteem are major concerns. Building on these efforts, we signed a comprehensive partnership agreement regarding diverse experiences for children with Okinawa Prefecture in 2026. With the goal of realizing Okinawa Prefecture's vision of a "child-centered society," we are promoting initiatives that ensure no one is left behind, aiming to foster life skills and instill good habits in children through the hands-on learning opportunities created by both parties.



The agreement signing ceremony

5-5. Sumida-ku, Tokyo

In 2020, Lion formed an agreement with the municipality of Sumida-ku, where our headquarters were formerly located, to collect and recycle used toothbrushes with the aim of recovering plastic resources.

Used toothbrushes collected within the ward are recycled into rulers and other items for use in schools and educational institutions, serving as thank-you gifts for participating elementary schools and as tools for awareness-raising activities. Through these initiatives, we are working in partnership with the local community to contribute to the creation of a resource-circulating society and aim to establish habits that prevent plastic waste.



A visit to a participating elementary school



Elementary school students delighted with their new rulers



The completed 15cm rulers



Toothbrush Recycling [Japanese]

6. Other Initiatives

6.1 Biodiversity Conservation Activities (by Operating Site)

As a company that utilizes chemical raw materials, we are engaged in biodiversity conservation activities aimed at protecting ecosystems and preserving the local environment by preventing chemical pollution. We are undertaking initiatives to protect such species as the loggerhead sea turtle, which is listed on the Ministry of the Environment's Red List and the IUCN Red List.



Biodiversity Conservation Activities

6.2 Collaboration with Local Communities

With the aim of fostering community service and promoting communication with local residents, we organize cleanup activities in the neighborhoods surrounding our facilities and host plant tours. In addition to beautifying the local environment through these cleanup activities, our plant tours provide an opportunity to showcase our manufacturing processes and our environmental and safety initiatives, thereby promoting understanding of our corporate activities and building trust with the local community.





Plant tours and cleaning activities







Group photos from cleanup activities at various operating sites

6.3 Sports Promotion Activities

Lion manages the Lion Fangs rugby club, which competes in the Top East League, and is engaged in activities that contribute to people's physical and mental well-being through the promotion of sports. Through such initiatives as tag rugby clinics for local children and community festivals that bring club players and residents together, the Company promotes the joy of sports and the importance of physical and mental health, fostering activities deeply rooted in the local community.



Rugby clinic in Ishinomaki



Rugby festival at the Chiba Plant



Lion Fangs [Japanese]

6.4 Donation Activities (Philanthropy)

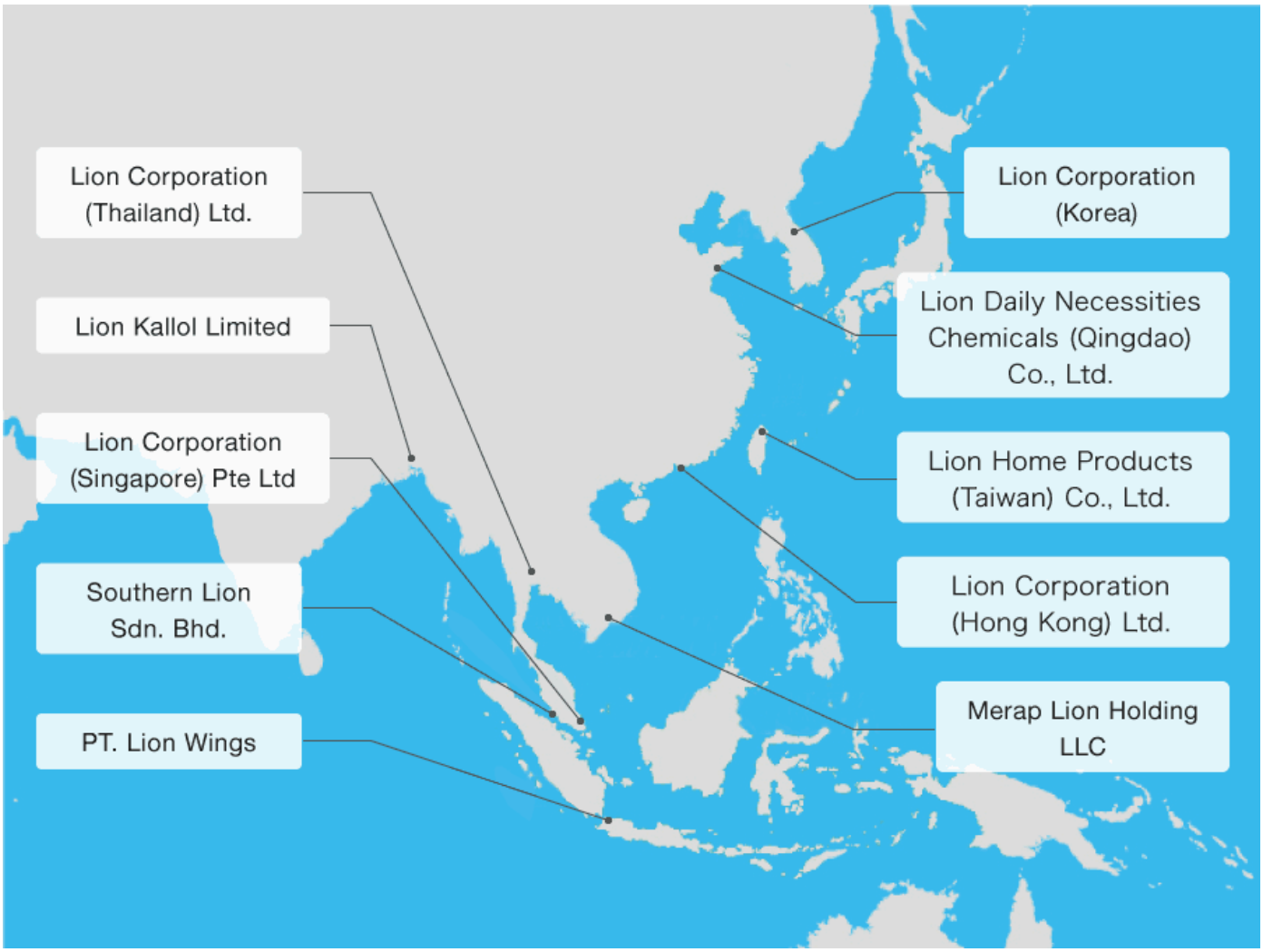
Every year, Lion and its domestic Group companies, conduct surveys to assess the results of their social contribution activities in addition to compiling and managing donations and other contributions. The total amount donated fiscal 2025 was approximately ¥299.9 million. Going forward, we will continue our efforts in the form of monetary and in-kind donations, as well as sponsorship activities.

The Lion Group's Social Contribution Activities

Basic Approach

The Lion Group is engaged in establishing oral healthcare habits as well as cleanliness and hygiene habits in Asia. In addition, we have been involved with environmental conservation activities and donation activities at various business locations and in the regions served by our overseas Group companies. In carrying out such activities, the Group has been promoting the activities while working closely with local citizens, forming partnerships with local governments, retailers, schools, dental experts and communities.

Sustainable Activities Conducted by Overseas Group Companies



Lion Corporation (Korea)
Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.
Lion Corporation (Hong Kong) Ltd.
Lion Home Products (Taiwan) Co., Ltd.
Merap Lion Holding LLC
Lion Corporation (Singapore) Pte Ltd
Lion Kallol Limited
Lion Corporation (Thailand) Ltd.
Southern Lion Sdn. Bhd.
PT. Lion Wings

Activities at Lion Corporation (Korea)

Oral Healthcare Cleanliness Environmental Conservation and Other Activities
Donation Activities

Oral Healthcare

1 Oral Healthcare Guidance for Socially Vulnerable Pregnant Women and Infants in Collaboration with Public Health Centers

In cooperation with Seodaemun-gu Health Center and the Department of Preventive Dentistry, Lion Corporation (Korea) (“LCK”) works through welfare facilities located in Seoul’s Seodaemun district to provide guidance on proper preventive dental care habits for pregnant women and infants facing social hardships. In 2025, 292 people received such guidance.

Until 2024, dental hygiene facilities capable of providing dental check-ups and oral healthcare guidance could be found only within educational institutions, where dental hygiene education was provided; however, in light of recent social issues, we have defined the target audience. Since this activity’s inception in 2014, 80,987 Seoul residents have received instruction on oral healthcare.




Photos from educational lectures

2 Holding the Oral Health Event of Tooth Brushing for Children

The Lion Group places emphasis on fostering children’s awareness of dental and oral health in order to help them stay healthy for a lifetime. Aiming to teach correct oral healthcare to elementary school students, the Lion Group has held the Oral Health Event of Tooth Brushing for Children since 1932. The event currently takes place on an annual basis at locations across Asia.

In Korea, LCK has held the Oral Health Event of Tooth Brushing for Children since 2009. In June 2025, a total of 70 students—fourth grade students from a Japanese school in Seoul and fourth to sixth grade students from a Japanese school in Busan—participated in the event. In total, 8,438 children have participated in this event since 2009.



Oral Health Event of Tooth Brushing for Children (2019)

3 Hosting the “Helen Keller Oral Healthcare Classroom” Program: An Oral Healthcare Education Program Tailored to Individual Disabilities

Advancing diversity is essential to building a society in which everyone, regardless of disability, has equal access to medical care and support. Accordingly, LCK partnered with the Smile Foundation, which supports oral healthcare for people with disabilities, to provide personalized oral healthcare education to 50 individuals with visual and hearing impairments at the Helen Keller Center, operated by the Miral Welfare Foundation. In September 2025, a professor from the College of Dentistry at Kyung Hee University gave a lecture on the importance of oral examinations and dental care, as well as policies supporting people with disabilities. The professor also demonstrated proper tooth brushing techniques using oral healthcare products sold by LCK. A year’s supply of oral healthcare products was provided to help participants establish self-care routines at home. In addition, one-on-one tactile sign language interpretation—a method of communication for people with both visual and hearing impairments that involves touching the interpreter’s hands—was provided to ensure sufficient understanding among those needing it, thereby helping to improve universal access to oral healthcare.



Tactile sign language interpretation in action



Participants receive guidance on and practical education in brushing their teeth

Special Joint Project

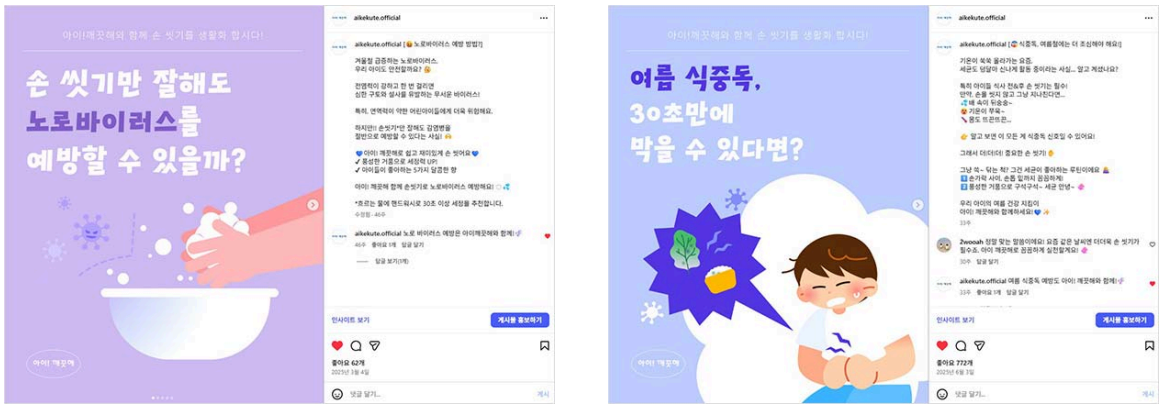
Actions for Handwashing Day 2025



LCK held the My Bottle Challenge in support of Global Handwashing Day from September 18 to October 12, 2025. Those who purchased *Ai! Kekute** either from the *Ai! Kekute* Instagram account, Lion Korea Official Mall or B2C (online channels that directly provide products and services to consumers) were sent My Bottle Stickers. Photos of the participants' stickers were uploaded to LCK's official Instagram account. The official *Ai! Kekute* Instagram account now has over 22,000 followers. LCK actively promotes handwashing habits by providing helpful updates about when handwashing is necessary. The company also connects with *Ai! Kekute* fans through its "Newsletter" content.

Entries were judged based on criteria like affinity with the *Ai! Kekute* brand, whether they inspire a desire to wash one's hands, and artistry. Approximately 40 children enjoyed learning about hand washing.

* *Ai! Kekute* (literally, Oh! Clean!) is a hand soap brand marketed by LCK.



Instagram newsletter

1 Locally Creating Good Hygiene Habits through the Yochiyochi Campaign, a Maternity Support Initiative

Since 2013, LCK has offered support for childbearing families in all 56 municipalities across South Korea by providing *Ai! Kekute* Birth Gift Sets free of charge through its social contribution activity, the Yochiyochi Campaign. From 2024, LCK will offer a hygiene product set, which includes *Ai! Kekute* hand soap and Systema toothpaste and toothbrushes, to pregnant women for whom proper hygiene is especially important due to the strain pregnancy puts on immunity.

The product packaging design was created in collaboration with *Arip & Werip*, a social enterprise that contributes to job creation for low-income elderly people, adding value to the product. In November 2023, LCK signed a partnership agreement with the City of Seoul and the Community Chest of Korea, to donate hygiene products for expectant mothers.

Beginning in 2024, the yearly program provides *Yochiyochi hygiene kits* to 40,000 registered pregnant women at 25 public health centers in Seoul. In 2025, in recognition of its long history of socially beneficial activity, LCK received the 1st Seoul City Award for Contributions to the Promotion of a Culture of Giving, and was presented with a certificate of commendation by the Mayor of Seoul at the award ceremony.

Starting in 2026, LCK will contribute to the creation of cleanliness and good hygiene habits for 60,000 expectant mothers per year.



The Mayor of Seoul (left) and the President of LCK (right)



A hygiene supply set bearing a message from the perspective of a grandmother offering support. It reads: “Congratulations on becoming a mother, my dear granddaughter who is more precious than flowers. Grandma will be there to support you even if things don’t go as planned.”

2 Hygiene Education Campaign “Let’s Go! Super Healthy Hero”

“Let’s Go! Super Healthy Hero” is a hygiene education project created collaboratively by LCK, Good Neighbors’ Incheon Head Office and SEED, a social cooperative for youth education. The project focuses on first and second grade elementary school students transitioning from baby to permanent teeth.

In August 2025, the program was implemented at two child welfare facilities in Incheon, helping 50 elementary school students develop proper tooth brushing and handwashing habits.



Elementary school students participating in the program

3 *Ai! Kekute* and CGV Launch Collaborative Promotional Campaign

LCK is carrying out a large-scale promotional campaign for *Ai! Kekute Premium Moisture* in movie theaters operated by CGV, South Korea’s largest movie theater chain. The campaign features posters and video advertisements in cinema lobbies across the country. Furthermore, promotional posters are displayed in theater restrooms stocked with *Ai! Kekute* products and stickers that provide proper handwashing instructions. In 2025, the theaters saw 42 million visitors.



Sticker posted in theater restrooms providing instructions for handwashing using *Ai! Kekute Premium Moisture*

4 Supporting Healthy Living Environments for Socially Vulnerable People

Health problems arising from poor living environments (such as sick building syndrome and issues caused by house dust) among the elderly and other socially vulnerable people have become a social issue in South Korea. The Korean Government has launched a support project (via the Korea Environmental Industry & Technology Institute affiliated with the Ministry of Environment) to tackle this issue in cooperation with companies, hospitals and municipalities.

LCK has been a supporting member of this project since 2015, distributing such everyday care products as dishwashing detergents, laundry detergents and oral healthcare products in areas with significant vulnerable populations.

In 2025, LCK offered support to 1,500 households, and it will continue to support this project with the aim of realizing healthy living environments for everyone.



Partnership agreement



Donating products to the elderly

Environmental Conservation and Other Activities

1 Environmental Cleanup Activities in Incheon's Seunggi Stream Area

In April 2025, LCK participated in an environmental cleanup in the Seunggi Stream area hosted by the Incheon Metropolitan City Government.

This project involves picking up trash and removing invasive plants from in and around the Incheon Seunggi Stream in order to improve water quality and restore the local water ecosystem and thereby helping to improve nearby residents' quality of life. 10 LCK employees participated in the activity.

LCK is committed to the theme of "One Company, One River, One Company, One Road Building Campaign and Urban Development."



Cleanup activities in progress

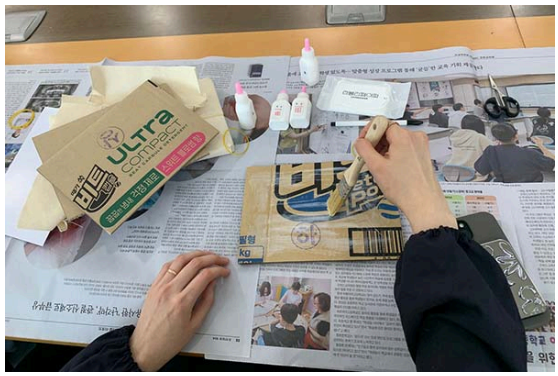
2 Employee-led Recycling Initiative: "BEATBOX Upcycling"

In an effort to raise employee awareness of environmental conservation and resource recycling, at its Incheon plant LCK diverted used *BEAT* laundry detergent cardboard packaging from disposal to upcycling, using it in the creation of *BEATBOX* paper canvas kits. Created in collaboration with LOVE RE: PAPER, a nonprofit organization that provides stable employment to elderly individuals who collect wastepaper, 40 kits were produced and donated to a children's welfare facility in the Incheon area that serves elementary school students from families in need. Through the creation of art supplies, this initiative helps provide students with opportunities to experience culture and the arts.

In 2025, 20 employees participated in the event held on June 5, World Environment Day, helping to foster greater environmental awareness.



Employees engage in upcycling work



The production process of the BEATBOX paper canvas kit

3 Employee Health Promotion Initiative: “YochiYochi (Wobbly) Walking Challenge”

While dedicated to promoting healthy lifestyles, LCK is also committed to improving employee well-being. In March 2025, the company committed to donating 20 million KRW worth of LCK products to single-parent households if employees logged a cumulative total of 20 million steps in one month through the Benepia app, an employee welfare platform. A total of 202 employees took on the challenge. In the end, the goal was achieved with 28.38 million steps—42% over the initial goal. At the handover ceremony, the employee who recorded the highest number of steps presented the donated products on behalf of LCK to the G Foundation, an NGO specializing in supporting single-parent households.

Translating participants’ steps into distance yields a total of 21,569 km, resulting in the additional benefit of reducing carbon emissions by 2,820 kg. Going forward, this initiative will continue to promote “Planetary Health,” looking to improve the health of both human beings and the global environment.



The handover ceremony
(The employee who recorded the most steps (left))

4 Employee Donation Drive to Create Employment Opportunities for People with Disabilities: “Find a Use for It Campaign”

The Lion Group is working toward realizing a resource-recycling society by promoting waste-free habits.

From November 25 to December 4, 2025, LCK held a campaign at its three facilities—the Seoul headquarters, the Incheon factory, and the research institute—to collect gently used items from employees’ homes that were no longer in use but still in good condition, and donate them to the Goodwill Store organization, which supports the employment of people with disabilities. A total of 661 items, including clothing and books, were donated by 44 employees. These items are sold at Goodwill Store outlets, with the proceeds used to fund wages for employees with disabilities and expand employment opportunities.

While conserving resources, the initiative also promoted diversity, giving the participating employees a real sense of the spirit of sharing.



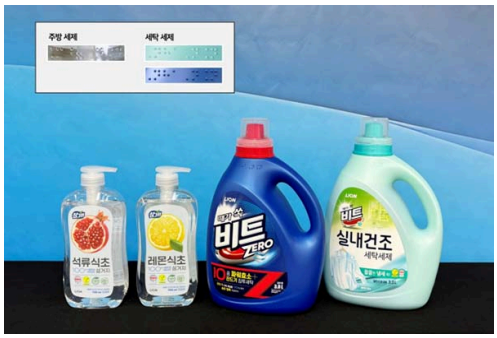
Clothes, books, and other items that have been given a new purpose

Donation Activities

To fulfill its corporate social responsibility, LCK, as a hygiene product manufacturer, actively engages in such social contribution activities as in-kind donations of the hygiene products it handles.

Activity 1 November Braille Day commemoration activities

Period	Ongoing since 2022
Outside collaborators	Regular Consultative Committee for Household Goods Business Operators (LCK, LG Household & Health Care, AK, P&G Korea, Henkel Korea), Korea Consumer Agency, Korea Blind Union and the Community Chest of Korea
Donation	Produced Braille tags for product identification and provided 8,170 households with LCK household products (*BEAT* laundry detergent and *Chamgreen* dishwashing detergent) with Braille labels
Details	Participated in the production and promotion of Braille tags for product identification through the Regular Consultative Committee for Household Goods Business Operators. In some product categories, containers have identical or very similar shapes, making it difficult for visually impaired people to distinguish between them. By producing and promoting Braille tags that can be used on a wide variety of products, we aim to contribute to the safety and well-being of visually impaired people.



Braille labels and the products provided



Donation presentation ceremony with members of the Korea Consumers' Institute

Activity 2 Support for the Goodwill Store National Sports Festival Celebrating Disability Day

Date	Day of People with Disabilities (April 20)
Outside collaborators	Goodwill Store, an organization supporting the independence and employment of people with disabilities
Donation	1,000 units of *Ai! Kekute* travel-size hand sanitizer
Details	The Goodwill Store National Sports Festival is a sporting event that brings together approximately 1,000 employees with and without disabilities from Goodwill Store outlets across the country to reflect on the values of harmony and mutual respect. LCK has formed a partnership to support the expansion of employment opportunities and autonomy for people with disabilities at Goodwill Store facilities.



A Goodwill Store employee holds samples of the donated *Ai! Kekute* travel-size hand sanitizer

Activity 3 Donation of daily necessities kits in observance of Helen Keller Day

Date	Helen Keller Day (June 27)
Outside collaborators	Giving Plus Miral Welfare Foundation Helen Keller Center
Donation	200 units of *BEAT* liquid laundry detergent
Details	In commemoration of Helen Keller Day on June 27 each year, and with the aim of raising social awareness and fostering social consensus regarding people with visual and hearing impairments, products are provided to support the stability and welfare of people with visual and hearing impairments.



Support activities with attendees of the Helen Keller Center through Giving Plus

Activity 4 Donations to Goodwill in support of employment opportunities for people with disabilities

Period	June 2025
Outside collaborators	Goodwill Store, an organization that supports the employment of people with disabilities
Donation	Donated 120 million KRW worth of *A Plus Lab* shampoo and conditioner
Details	Donated 120 million KRW worth of daily necessities to support the stable operation of four new Goodwill Store outlets. The items were displayed and sold at seven Goodwill Store outlets nationwide, with the proceeds used to pay wages for workers with disabilities and expand employment opportunities. This initiative also helps promote the autonomy of people with disabilities.



A Plus Lab anti hair-loss shampoo and conditioner, available at Goodwill Stores

Activity 5 Donation of daily necessities to international couples and immigrants

Period	October 2025
Outside collaborators	The Community Chest of Korea
Donation	Approximately 390 million KRW worth of daily necessities, including shampoo, conditioner and other personal care products
Details	Donated daily necessities such as shampoo to international couples and immigrants in need of support through Save the Children and the Seoul Family Center to aid their lives in Korea.



Presentation ceremony for the donated items

Activities at Lion Daily Necessities Chemicals (Qingdao) Co., Ltd.

Oral Healthcare Cleanliness

Oral Healthcare

1 Oral Healthcare Educational Activities in Collaboration with IBQ Dental Clinic

Lion Daily Necessities Chemicals (Qingdao) Co., Ltd. (“QDL”), in collaboration with IBQ Dental Clinic in Shanghai, presented “LION first class,” an educational program on the subject of oral healthcare, from January to December 2025. The program introduced oral healthcare products sold by QDL, helping spark interest in such products and thereby creating potential customers. Also highlighted were creative displays designed to help find the right oral healthcare products. Home oral healthcare is important to dental health and this program provided a fun experience that helped 100,000 viewers online get a sense of that importance.



Interior of the IBQ Clinic

2 Promoting After-lunch Tooth Brushing Habits

Since 2023, QDL has continuously promoted and educated consumers about after-lunch tooth brushing.

With the aim of raising consumers’ awareness of the importance of brushing their teeth after lunch, in 2025, QDL promoted its oral healthcare products (*Systema* toothbrushes, *CLINICA* toothpaste and *NONIO* mouthwash) at 20 Watsons stores in shopping malls in Guangzhou and Shanghai through product usage demonstrations, interactive games and displays of educational materials.

Not only does brushing after lunch improve oral health, but it also has the synergistic effect of refreshing one’s mood and promoting communication with others.

The stores also collected used toothbrushes, thereby contributing to resource recycling.

QDL is committed to continuing to promote better habits among the many people who live in China.





Participants at Watsons storefront



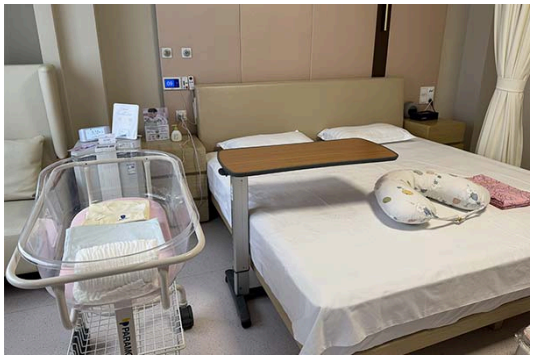
In-store event display and
toothbrush recycling area

3 Oral Healthcare Educational Activities for Hospitalized Children

For children hospitalized due to illness, oral healthcare plays a crucial role in avoiding other health issues, such as infections. QDL provides information at reception areas and patient rooms at Shanghai Jiahui International Hospital, encouraging families to practice good oral healthcare together. In the year since this initiative's launch in April 2025, around 8,000 families have engaged with this educational campaign.

Oral healthcare can serve as a way for families to connect with one another. This is something we hope will help enforce family ties.





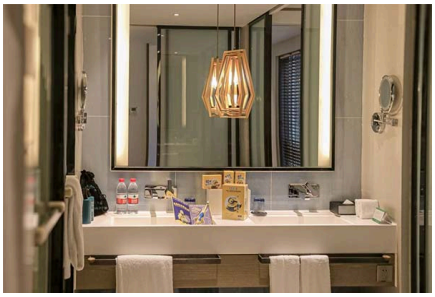
Information on oral healthcare provided at hospital reception desks and in patient rooms

4 Oral Healthcare Educational Activities for Children at Family-Friendly Hotels (Club Med Joyview Resort Anji)

Dental hygiene is important even during fun family vacations. From May to October 2025—the peak tourist season—QDL placed oral healthcare products in the lobby and guest rooms of Club Med Joyview Resort Anji, a popular destination for family stays, providing 30,000 families with the opportunity proper dental care while traveling.



Sisters holding the toothbrush sets they were given



QDL products available in guest rooms



Oral healthcare information displayed in the hotel lobby

Cleanliness

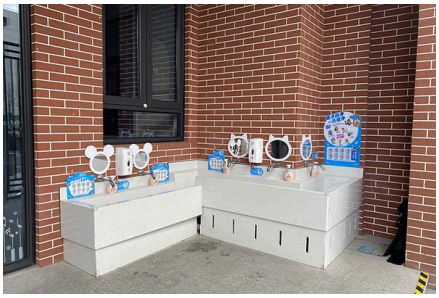
1 Handwashing Activities at Kindergartens

In Shanghai, to prevent the spread of infectious diseases, children are encouraged to wash their hands before entering the kindergarten building. As a support measure, QDL has supported handwashing activities aimed at children ages three to six in kindergartens in Shanghai since 2016.

QDL provides *KireiKirei* hand soap (a product it sells) to kindergartens for children to use at handwashing sinks. Moreover, QDL supports the handwashing classes conducted in kindergartens. In the handwashing classes, children are taught the importance of handwashing by their teacher, and every child receives a *KireiKirei Health Diary* that contains instructions on correct handwashing techniques and timing.

From September to December 2025, *KireiKirei Health Diaries* were distributed to approximately 30,000 children at 100 kindergartens.





Hand soap installations in a kindergarten

2 Educational Activities on Handwashing at a Family-Friendly Hotel (Club Med Joyview Resort Anji)

Handwashing is a crucial means of preventing the spread of infectious diseases in hotels where large numbers of people congregate. During the peak travel season, from May to October 2025, QDL installed *KireiKirei Foaming Hand Soap* dispensers in the lobby and guest rooms of Club Med Joyview Resort Anji, a popular destination for family vacations. In addition, hotel staff and the "*KireiKirei* mom" taught the children proper handwashing techniques through fun activities, like making handprints as a souvenir of their trip. As they washed paint from their hands, the children learned proper handwashing techniques.

Over the campaign period, 20,000 vacationing families practiced proper handwashing.



KireiKirei units installed at handwashing stations



Guests learning proper handwashing techniques at the hotel event



Participants create lasting travel memories with handprints

3 Providing Guidance on Washing and Caring for Clothing

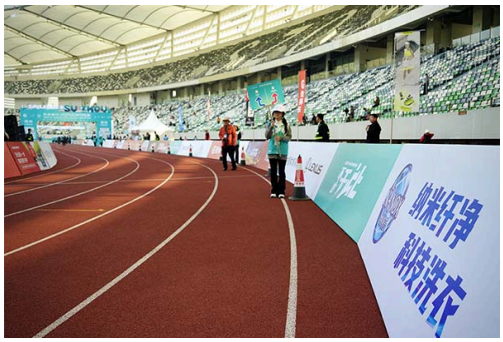
From March to December 2025, QDL hosted booths at track and field events held in Shanghai and Suzhou, providing 40,000 sports-loving families with tips on how to wash and care for their clothes with the liquid laundry detergent *NANOX*.



Overview of the *NANOX* booth



Inside the *NANOX* booth



Advertisement for *NANOX* inside the event arena



NANOX banner outside the event venue

Activities at Lion Corporation (Hong Kong) Ltd.

Oral Healthcare Cleanliness

Oral Healthcare

Educational Activities Promoting Good Oral Healthcare Habits among Hong Kong Residents

Lion Corporation (Hong Kong) Ltd. (“LCHK”) is engaged in activities aimed at promoting good oral healthcare habits for various demographics of people living in Hong Kong. In two separate phases in 2025, oral healthcare products sold by LCHK were used to raise public awareness of oral healthcare habits.

The first phase from January to April involved collaborating with the Kwai Tsing Safe Community and Healthy City Association*1 to present lectures on oral healthcare by dentists for the elderly and families in need of support. By the end of the phase, 400 *Systema Toothbrushes*, 200 tubes of *CLINICA PRO Toothpaste*, 200 30g tubes of *NONIO Toothpaste* and 400 *Systema Interdental Brushes* had been distributed to attendees to support proper tooth brushing at home.

*1 An association dedicated to promoting public health and public safety by establishing safe environments and healthy habits in daily living



Event brochure



Lecture attendees



Oral healthcare products distributed

During the second phase, from August to December, LCHK participated in community outreach activities*2 organized by the University of Hong Kong. During events serving the elderly and families in need, comprehensive dental care services—including oral healthcare education, dental check-ups, fluoride application, tartar removal and emergency dental treatments—were provided at a mobile dental clinic. By the end of the phase, 450 units each of *Systema Premium Toothbrushes* and *CLINICA PRO Toothpaste* had been distributed, contributing to the health of the local community.

*2 Initiatives promoting sustainable community development and dental healthcare services for the elderly through the Hong Kong 18-District Health Community Project





Participants receiving oral healthcare guidance from students at the University of Hong Kong’s Faculty of Dentistry

Special Joint Project

Actions for Handwashing Day 2025



From November 13 to December 5, 2025, LCHK conducted the *KireiKirei* My Bottle Sticker Drawing Contest in support of Global Handwashing Day. Along with bottles of *KireiKirei*, LCHK distributed stickers to kindergarten students for them to draw on. A contest was held to encourage students to post their sticker drawings to KIREI's and Classmate Facebook page. 622 kindergarteners participated in the handwashing awareness campaign, and 343 entries were submitted. The children enjoyed learning proper handwashing techniques and about staying healthy.



Three entries that received awards of excellence in the contest

Educational Activities on Handwashing Habits for Hong Kong Residents

LCHK aims to promote better living habits among Hong Kong's diverse population. On October 6 and December 1, 2025, in collaboration with the Hong Kong NGO Unity in Diversity, educational activities were conducted in communities where ethnic minorities reside to promote handwashing habits using *KireiKirei Foaming Hand Soap*, which is sold by LCHK.

Those interested were offered volunteer-led health education sessions and a workshop on pain management based on traditional Chinese medicine. This activity attracted 40 participants, who learned about healthy habits for living well in Hong Kong.



Event participants



Participants listening to the presentation and the *KireiKirei Foaming Hand Soap* provided

Activities at Lion Home Products (Taiwan) Co., Ltd.

Hygiene Care　Donation Activities

Hygiene Care

Special Joint Project

Actions for Handwashing Day 2025



Lion Home Products (Taiwan) Co., Ltd. (“LHPT”) is working in support of Global Handwashing Day. To teach children in Taiwan proper handwashing techniques, we received submissions from the “My Bottle Sticker Drawing Contest” held at kindergartens in Taiwan in April 2025. 210 of these children designed stickers for *KireiKirei* bottles.



Winning stickers

Educational Programs to Raise Awareness of Handwashing Habits at Kindergartens

Handwashing has taken on an increased importance as a preventive measure since the COVID-19 pandemic. LHPT conducted educational programs on handwashing habits at a single kindergarten in three different cities (Banqiao, Miaoli and Tainan) in April 2025 with the aim of teaching children the importance of handwashing and proper handwashing methods. Classes conducted under the program last 30 to 40 minutes and comprise the parts listed below. Approximately 210 kindergarten students, teachers and parents participated in the programs.

1. Lesson from the teacher on handwashing hygiene
2. Singing and dancing to a special handwashing song
3. Drawing original hand soap bottle labels
4. Handwashing
5. Bacteria check

LHPT also donated *KireiKirei Foaming Hand Soap* to the schools for use in their handwashing areas so children could put the lessons into practice.

As part of our educational program on handwashing in kindergartens, the LION mascot visits kindergartens across Taiwan to conduct activities with the children. In the lesson on handwashing hygiene, the teachers talked about germs and viruses, how handwashing can protect your loved ones, the correct way to wash hands and the features of *KireiKirei Foaming Hand Soap*. The presentation also included an easy-to-understand bacterial experiment using black lights. In addition, by encouraging the reuse of refillable personalized soap bottles, the initiative is helping to reduce plastic waste and protect the marine environment.

Furthermore, to publicize the event, LHPT collaborated with newspapers to publish articles. This increased the exposure of the event and boosted awareness of the importance of handwashing among an even greater segment of the public.



Kindergarteners listening attentively to the teacher



Preschoolers listening to the story with the LION mascot



Kindergartners create their stickers



Kindergarteners hold soap bottles decorated with the stickers they created



Commemorative photos with the LION mascot

Donation Activities

To fulfill its corporate social responsibility, LHPT actively engaged in such social contribution activities as donations of products sold by the company.

1 Donation activities targeting people in need

Date	January 9, 2025
Donations	Donation of 152,877 New Taiwan dollars worth of products sold by LHPT
Details	In collaboration with the Taiwan Soap & Detergent Manufacturers' Association), of which LHPT is a member, the Nantou County Charity Tour* was held on January 9, 2025, to provide LHPT products to social welfare organizations and distribute daily necessities to those in need.

* A community-based exchange event focused on recovery from the 921 Earthquake, an earthquake with a Moment magnitude (Mw) of 7.6 that occurred at 1:47:18 a.m. on September 21, 1999, with its epicenter near Jiji Township in Nantou County, central Taiwan

2 Donations for young people in financial need

Date	March 15, 2025
Donations	24 cases of products sold by LHPT (toothpaste, detergent, kitchen detergent, etc.)
Details	Donated essential daily necessities for children and adolescents supported by the Taoyuan City Family/Social Welfare Service Center.

3 Donations to assist indigenous people facing financial hardship

Date	June 12, 2025
Donations	26,351 New Taiwan dollars
Details	Participated in a fundraising campaign through the Little Sun Academy to cover essential living expenses for children from economically disadvantaged indigenous families and elderly individuals living alone in Xiulin Township, Hualien County*.

* The population of Xiulin Township is just over 15,000, with the Taroko people accounting for more than 90% of that total.

Activities at Merap Lion Holding LLC

Social Contribution Activities

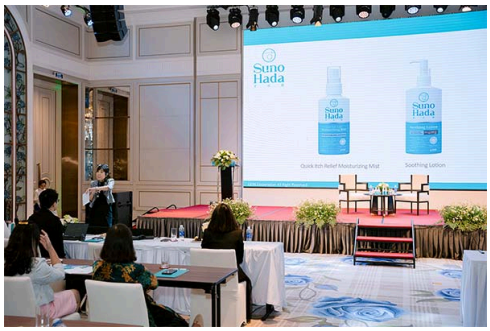
Exhibition at Conferences

Merap Lion Holding LLC (“MerapLion”) is a leading pharmaceutical company in Vietnam. With a vision “to become a leading expert in the field of family healthcare and protection in Vietnam, and in the future, across Asia,” the company has adopted “Embodying Identity – Aspiring to Elevate” as its corporate message.

Each year, MerapLion sponsors and exhibits at conferences held across Vietnam, collaborating with healthcare professionals to share valuable information aimed at improving the health of the Vietnamese people.
From July 2025, we have become part of the Lion Group and will continue striving to contribute to the promotion of health.



MerapLion booth display



Introduction to the *Sunohada* brand for sensitive skin

Activities at Hospitals Utilizing MerapLion Products

MerapLion specializes in the manufacture and sale of pharmaceuticals. Working in collaboration with doctors and other healthcare professionals, we promote self-medication at home for patients visiting hospitals.

For sponsoring the charity programs and supporting people affected by storms and floods, we provide MerapLion products free of charge to support daily health. These activities are carried out throughout the year across Vietnam, contributing to the wellness of people of all ages, from children to the elderly.



Doctors conducting a health assessment



Ophthalmological examination by a doctor



A parent and child undergoing a medical check-up with a doctor



Providing MerapLion products tailored to specific symptoms



Healthcare professionals collaborating with MerapLion



Products provided by MerapLion



Point-of-purchase display demonstrating the indications and effects of gastrointestinal medicines in collaboration with a clinic

Activities at Lion Corporation (Singapore) Pte Ltd

Oral Healthcare

1 Establishment of a Mobile Dental Clinic in Collaboration with the National Dental Centre Singapore

Lion Corporation (Singapore) Pte Ltd. (“LCS”) collaborated with the National Dental Centre Singapore (NDCS)*1 to launch a mobile dental clinic as part of its efforts to promote “Oral Health Movement 8020 (OHM 8020) Campaign”.*2 The aim of the campaign is to broaden local screening activities and improve the accessibility of dental care—particularly for those lacking adequate access to treatment. As part of the OHM 8020 Campaign objective to deliver on-site treatment and comprehensive screening services in areas with limited access to conventional dental care, the NDCS Mobile Dental Clinic will work to meet a target of providing screenings for 1,900 elderly individuals at 10 care facilities by the end of 2028.

In line with the Lion Group’s long-standing mission to promote better oral healthcare habits at every stage of life and improve community access to dental care, LCS contributed oral healthcare products and expertise to support the launch of the NDCS Mobile Dental Clinic.

On September 26, 2025, the inauguration ceremony held at Bright Hill Evergreen Home was graced by Mdm Rahayu Mahzam, Minister of State, Ministry of Digital Development and Information, and Ministry of Health receiving extensive nationwide coverage on television, in newspapers, on online media, as well as on dental healthcare news platforms. This served as an opportunity to raise awareness of LCS’s activities in Singapore.

*1 The National Dental Centre of Singapore (NDCS) is a member of the SingHealth Group, Singapore’s largest healthcare group comprising acute care hospitals, national specialized medical centers, community hospitals, and general clinics, offering services in more than 40 clinical specialties.

*2 A campaign aims to help individuals maintain at least 20 teeth by age 80. In Japan, it was launched in 1989 by the Ministry of Health and Welfare (now the Ministry of Health, Labour and Welfare) and the Japan Dental Association, this initiative has been promoted to local governments, various organizations and businesses as well as the general public.



Exterior and interior views of the NDCS Mobile Dental Clinic



Presentation of LION Oral Healthcare products at a nursing home where dental treatment was provided on the day of the inauguration ceremony



Systema Brand Ambassador - Elvin Ng, Mediacorp Artiste - and the LION mascot interacting with the nursing home residents

2 Exhibition at the World Oral Health Day Public Forum 2025 in Collaboration with the NDCS

On March 15, 2025, NDCS World Oral Health Day Public Forum was held at Changi General Hospital.With “Healthy Mouth, Healthy You” as its theme for 2025, LCS supported the event with LION Oral Healthcare products goodie bags for all 300 participants and NDCS booth to educate on good oral healthcare habits and promote preventive dentistry to maintain good oral healthcare and improve quality of life.



Educational exhibition booth on oral frailty



Event program booklet

3 Product Sponsorship for Awareness Campaigns in Collaboration with Smileworks Dental Clinic

LCS has been working with Smileworks Dental Clinic to promote good oral healthcare habits, empowering patients to continue practicing oral healthcare at home following clinical treatment. This initiative continued in 2025, and from July through November, 60 nursery school children were provided with *KODOMO* oral healthcare sets, while 300 12-year-old elementary school students were provided with *Systema* oral healthcare sets.

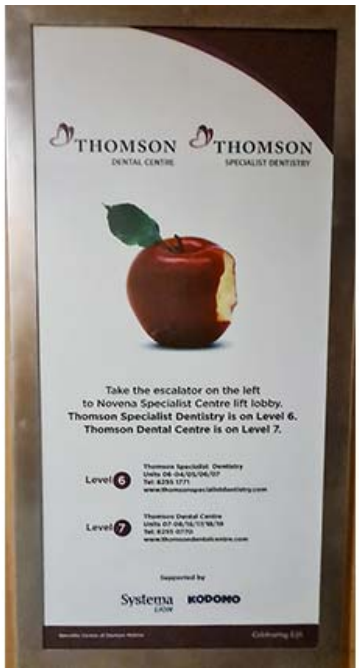


Systema and *KODOMO* oral healthcare sets

4 Promoting Good Oral Health through Dental Clinics

LCS supports Thomson Dental Centre, a dental clinic group in Singapore, in educating patients on good oral healthcare habits. A dental healthcare set containing *KODOMO* or *Systema* oral healthcare products (products of LCS) is provided to first-time patients at Thomson Dental Centre. Dentists educate patients on correct tooth brushing and oral healthcare habits using a dental healthcare set (*KODOMO* Kid Set or *Systema* Gum Care Set) selected based on the patient's age and oral health conditions. Each dental set consists of an oral healthcare information leaflet, a toothbrush, toothpaste and mouthwash.

As of 2025, a total of 10,100 patients from Thomson Dental Centre have received the oral healthcare sets.



Systema and *KODOMO* oral healthcare sets

5 Participation in Sembawang Group's Health Festa 2025 in Collaboration with the NDCS

On October 12, 2025, LCS supported NDCS's booth at Health Fiesta 2025, an event organized by Bukit Canberra to raise awareness among local residents on the importance of oral hygiene. The event targeted families with featured activities including e-games and toothbrushing activities for the children. The 1,000 families that participated received goodie bags of *Systema*, *NONIO* and *KODOMO* oral healthcare products.



Activity cards bearing corporate logos

6 Oral Healthcare Awareness Activities for Seniors in Collaboration with T32 Dental Group

In January 2025, LCS continued to partner with T32 Dental Group to raise awareness of oral healthcare amongst senior members. The event spanned across 4 activities centers, reaching out to 240 seniors. LCS supported the event with *Systema* products that were distributed to the participants at the end of the dental talk.



A lecture at an activity center with a *Systema* banner

Special Joint Project

Actions for Handwashing Day 2025



In August 2025, 1,100 children between six months to six years old attended a fun session to learn good hand hygiene and recycling habits, conducted by LCS and Cora Environment Pte. Ltd., in anticipation of Global Handwashing Day.

Through fun quizzes and customizing their own bottles with self-designed stickers, students learn about proper hand washing techniques and the importance of recycling.



KireiKirei Handwashing Day Activity 2025

Environmental Conservation Activities

1 Recycling Challenge in Collaboration with Cora Environment Pte. Ltd.

LCS is committed to protecting the environment through the promotion of sustainable products and of the 3Rs (Reduce, Reuse, Recycle). From March to December 2025, in collaboration with Cora Environment, LCS held events at educational institutions showcasing its environmentally friendly products.

The theme, “Sculpting Sustainability with LION”, was chosen to commemorate Singapore’s 60th National Day. Schools within the Cora Environment Pte. Ltd. network were invited to use LION product packaging to construct the largest and most creative sculpture they could create. Alongside the sculptures, participating schools also presented what they believe defines Singapore’s distinctiveness. At the awards ceremony, winners and participating schools were recognized and presented with prizes.

Cora Environment actively conducted PR activities to raise awareness of the importance of recycling through school presentations, with the aim of boosting participation and enhancing brand and product recognition. The company also distributed brochures featuring the LION logo to promote its CSR initiatives, which helped strengthen its corporate branding.

Moreover, goodie bags containing LION products were distributed to students at participating schools as part of efforts to enhance brand recognition and strengthen the association between LION products and sustainability.






Examples of sculptures that won “LION Recycling Challenge” and the certificate of appreciation

2 Recycling Workshop Using *Kirei Kirei Eco-Friendly Hand Soap*

On May 17, 2025, LCS held a workshop coinciding with the launch of the new *KireiKirei Eco-Friendly Hand Soap* line. The event aimed to reinforce the brand’s environmentally conscious image and promote sustainable, zero-waste habits by promoting the upcycling of used *KireiKirei* hand soap refill packs into reusable items.

Activities kicked off with an educational session on the importance of recycling and examples of good recycling habits that consumers can practice at home were presented.

In the hands-on workshop that followed, participants learned simple yet creative ways to upcycle empty *KireiKirei* foaming hand soap refill packs into practical items such as mini handbags and pouches.

Participants also learned about the importance of proper hand washing and the proper steps for maintaining good hygiene. A total of 100 participants took part in this activity.



An upcycled *KireiKirei* mini handbag (left) and mini pouch (right)



Families participating in a workshop and creating useful items from upcycled materials

Activities at Lion Kallol Limited

Cleanliness

Raising Hygiene Habit Awareness in Bangladeshi Elementary Schools

Establishing hygienic habits is a significant social issue in Bangladesh since, in addition to its hot and humid climate, a number of communities lack proper sanitation. Therefore, the Lion Group participated in educational programs for general consumers under the Project for Strengthening the Inspection, Regulatory and Coordinating Function of the Bangladesh Food Safety Authority (BFSA), which has been developed by Japan International Cooperation Agency (JICA) and the BFSA to educate Bangladeshi elementary school students about good handwashing and hygiene habits related to food safety.

In 2025, Lion Kallol Limited conducted educational activities on food hygiene at 651 elementary schools, for a total of 52,080 students, in Manikganj District, Dhaka Division, promoting proper knowledge of food hygiene, food safety and handwashing among children.

Stories with large illustrations and card games helped children learn proper hygiene habits in a fun way.

Illustrations and other art used in these picture shows were made under the supervision of Dhaka University and were judged by teachers to be easily understood, with praise including “These showed examples of good habits and bad habits, so it was very helpful” and “These are good because it is easy for students to relate them to their own lifestyles” being given. These ideas were useful for us to improve certain aspects.

This activity was featured in 36 newspapers and covered by 25 TV news stations. As a result, many people living in Bangladesh were able to learn about Lion Kallol Limited’s activities.



Children participating in educational activities at elementary schools

Activities at Lion Corporation (Thailand) Ltd.

Oral Healthcare Cleanliness Donation Activities

Oral Healthcare

1 Awareness-Raising Activity *"KODOMO* School Road Show" to Promote Oral Healthcare Utilizing the *KODOMO* Brand

Since 1999, Lion Corporation (Thailand) Ltd. ("LCT") has conducted the *KODOMO* School Road Show, an educational program that provides children with information on oral hygiene and correct tooth brushing methods. Over the years, this activity has established a strong image for the *KODOMO* brand as well as expanded its sales.

From June to September and November to December 2025, 450,000 children aged 5-12 years old in 13 regions of Thailand were educated on oral hygiene via fun stage shows held in collaboration with Chan Activation Company Limited and featured the *KODOMO* brand's cast of animal characters. Samples of *KODOMO* toothpaste were offered at the end of each event to help children develop good tooth brushing habits.



Presentation given by *KODOMO* brand animal characters



Demonstration of correct tooth brushing methods using a model



Children receive samples of *KODOMO* toothpaste

2 Promotion of the "Sandbox" Project for Children's Oral Healthcare in Collaboration with the Ministry of Public Health

According to 2023 data, cavities affect 47% of 3-year-olds and 72.1% of 5-year-olds in Thailand. To address the high prevalence of dental caries among Thai children, LCT has deployed its mobile dental clinic, the "Lion Smile Express," to provide dental care to children as part of the Ministry of Public Health's "Healthy Teeth Kids Province Sandbox" project.

With the goal of eliminating tooth decay among Thai children, LCT is promoting the "2-2-2" concept—at least two two-minute brushings a day, with a two-hour waiting period after brushing before eating or drinking—through a one-year campaign starting in June 2025, targeting 119,441 children.

LCT remains committed to supporting the growth of all Thai children, ensuring they can thrive together with healthy, confident smiles.



Departure Ceremony for the Lion Smile Express with the Thai Ministry of Public Health



Project Participants



Children learning about oral healthcare through quizzes

3 Oral Healthcare Activity with the “Lion Smile Express” Mobile Dental Bus

LCT celebrated the 55th anniversary of its founding in 2024. LCT has a long history as a leading oral healthcare company at the vanguard of public oral hygiene activities aimed at improving the awareness and habits of the Thai people regarding oral healthcare.

From January 13 to June 30, 2025, LCT’s Marketing Division and Bangkok Smile Clinic collaborated to provide assistance to people, including children, without ready access to preventive or curative dental care in Bangkok and its vicinity. This served to promote oral healthcare habits as a gateway to overall health and well-being.

Carrying out the service, dentists were stationed on the “Lion Smile Express,” a bus fully equipped as a mobile dental clinic with the latest in dental technology and equipment, including x-ray machines, examination chairs and treatment systems, to provide free check-ups and treatment. In 2025, the second year of the program, activities centered on children, with 1,669 children receiving dental treatment.

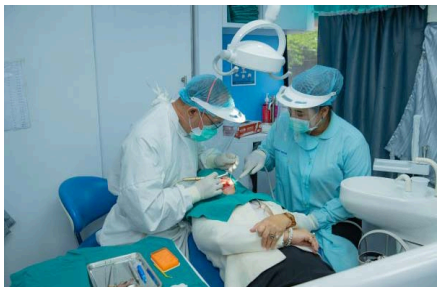
LCT remains committed to contributing to the health and happiness of the people of Thailand by helping them in “creating healthy living habits.”



A departure ceremony for the Lion Smile Express



Lion Smile Express



Patients receiving dental care aboard the mobile dental bus

4 Fluoride Application Services for Preschoolers

LCT’s sustainability team taught 687 preschool children correct tooth brushing methods using products from its *KODOMO* brand. The 2025 schedule was as follows.

- Wat Sukri Boongram School on August 23
- Wat Nong Kla School on November 4
- Leam Chabang Municipal School on November 11

Fluoride is a naturally occurring element found in our everyday environment and present in many common dietary items, such as tea and seafood. Fluoride not only plays an essential role in tooth decay prevention but also helps build strong teeth and bones. It is said to be particularly effective for newly emerging teeth as their enamel is weaker and not fully formed. The children were delighted to be taught by the LION mascot, who also made an appearance.





Educational activities

5 Improving the Oral Function of Senior Citizens in Cooperation with a Provincial Public Health Office

Phrae Province is a markedly graying area in northern Thailand. Since 2018, in cooperation with the Provincial Public Health Office, LCT has been promoting activities to increase senior citizens' quality of life by reducing incidents of choking, increasing chewing strength and improving dry mouth. The concept behind these activities was the topic of a talk given by a dental specialist at the Lion Oral Health Award 2016. Dentists of the Provincial Public Health Office regularly present lectures about oral healthcare in communities with large concentrations of senior citizens. To prevent declines in the mouth's function and to maintain and improve the vitality of the area around the mouth, the dentists teach mouth exercises called *"Kenkobi."* These exercises were developed by a public interest incorporated foundation established by Lion

Corporation in Japan. Most attendees see improvement within six months of starting the exercise program, and their difficulties with dry mouth and choking are reduced. LCT provides the province with *"Kenkobi"* brochures and display boards to help more senior citizens do the exercises.

In 2025, LCT implemented *"Kenkobi"* mouth exercise sessions for senior citizens at six locations in February, June and October, with a total of 2,265 participants.

LCT will continue to contribute to improving oral healthcare for the citizens of Thailand in cooperation with the Provincial Public Health Office.




Engaging with participants of *"Kenkobi"* mouth exercise sessions



Participants holding *"Kenkobi"* exercise pamphlets and LCT products



Participants listening to a lecture

Special Joint Project

Actions for Handwashing Day 2025

Kirei Kirei
キレイキレイ
supports

Global Handwashing Day: My Bottle Sticker Drawing Contest -What I Enjoy Doing With My Family-

Global Handwashing Day is observed annually on October 15.

On October 5, 2025, LCT hosted the Global Handwashing Day Run at Chat Chat Park with 800 runners participating. This event was held in support of Global Handwashing Day, with the theme of “Handwashing Saves Lives” to promote and establish handwashing habits among the Thai people.



Photo from the running event



Runners set off to the sound of traditional Japanese drums.



After crossing the finish line, they wash their hands with *KireiKirei Hand Soap* .

In addition to the event, a My Bottle Sticker Drawing Contest was held from July to August.

Stickers were given to students at the 132 elementary schools visited during the Oral Care School Road Show, asking them to draw their own designs. Those who purchased a bottle of *KireiKirei* from the LCT e-commerce site were able to download a drawing sticker for their bottle from the Facebook fan page. Participants were asked to post their drawn stickers to Facebook with the contest results being announced on Facebook as well as at the Global Handwashing Day Run in October. The following evaluation criteria were set for this contest:

- The resulting decoration must either be hand-drawn, a collage or created via computer
- The drawing must richly express dreams, hopes and emotions
- No particular skill level is required

Of the 3,000 children who drew pictures, approximately 1,200 participated in this drawing contest and enjoyed learning about the importance of handwashing.

‘Happy Life Happy Home’ Program at Elementary Schools

LCT held the Happy Life Happy Home program at elementary schools. This program taught the students techniques for keeping their bodies healthy and clean and for keeping their homes clean and comfortable. The program comprises two parts, Happy Life (covering tooth brushing, handwashing, face washing and showering) and Happy Home (covering laundry, dish washing and floor cleaning), and is aimed at increasing awareness of health, comfort and cleanliness through the use of LCT products.

On June 10, 2025, students from Bangkok’s Wat Dok Mai School and Sriracha’s Thai Kasikorn Songkrow School on November 11 were taught not only how to brush their teeth and wash their hands, but also how to wash and care for their clothes.

The children were very interested in the program and they have been practicing what they learned at home.



A program in progress



Participating students



Children take part in a firsthand washing experience



Students being guided through the dish washing process

Donation Activities

To fulfill its corporate social responsibility, LCT, as a hygiene product manufacturer, actively engages in social contribution activities, such as in-kind donations of hygiene-related products sold by the company.

Donating *KireiKirei Hand Soap* in Commemoration of the Company's 56th Anniversary

To commemorate its 56th anniversary and contribute to disease prevention among the Thai people, LCT donated 5,986 cases of *KireiKirei Hand Soap*—valued at 1.5 million baht—to 67 locations across 56 organizations, including public schools, hospitals, temples and public institutions, to promote and support proper handwashing habits.



Donation of hand soap to public health bureaus, local public health centers, public hospitals, public schools and other institutions

Activities at Southern Lion Sdn. Bhd.

Oral Healthcare Cleanliness Donation Activities

Oral Healthcare

1 Promoting *Systema* and *KODOMO* Oral Care Brands to Dental Clinics in Collaboration with the Malaysian Ministry of Health (MOH) and the Dental Society.

Southern Lion Sdn. Bhd. (“SL”), in collaboration with the Malaysian Ministry of Health (MOH) and the Dental Society, promoted products from its oral healthcare brands to dental clinics. At these dental clinics, visitors were provided with samples of *Systema* brand products for adults and *KODOMO* brand products for children, resulting in greater brand recognition and more brand recommendations from participating patients.

In 2025, a total of 57 collaborative programs were implemented by dental clinics, universities and associated organizations in Selangor State and the capital city of Kuala Lumpur. Including free dental check-ups, oral hygiene instruction and educational activities, the programs reached 5,490 adults and 4,073 children. In addition, samples were distributed to help participants understand the importance of thorough toothbrushing at home and exerted a positive knock-on effect on post-event sales.



Participants holding samples at the *Systema* event booth



A presentation at the event

2 Promoting the Lion Hygiene Program at Nursery and Primary Schools throughout Malaysia

The Lion Hygiene Program is a social contribution program established in 1998 by SL to promote good oral healthcare habits in nursery and elementary schools throughout Malaysia. It is conducted throughout the year. The main objective of the program is to educate the public on how good oral healthcare contributes to overall health and to improve children's understanding of oral healthcare. The program is targeted at children between the ages of 4 and 12 as SL believes that good overall hygiene must be cultivated from a young age.

The program was developed by the Lion Foundation for Dental Health (LDH), a public interest incorporated foundation established by Lion Corporation in Japan. SL has localized the program in terms of content and techniques to the local audience. Over the years, it has worked with government-run dental clinics and the Malaysian Dental Therapists’ Association (MDTA) throughout Malaysia, and SL believes this program is an effective way to teach the Malaysian public proper brushing techniques. Since 2021, SL has incorporated handwashing into the Program, renaming it the Lion Hygiene Program.

In addition to check-ups conducted by dental hygienists, coloring activities, and quizzes, SL provides tooth brushing demonstrations through a picture-story show on the theme of “How to Maintain Healthy Teeth.” The program is conducted in a fun and interactive way to make it more interesting to children. As a part of SL’s commitment to creating awareness of good overall hygiene, every child involved in the program receives a *KODOMO* goodie bag with a toothbrush and toothpaste inside.

In 2025, the program was held from January to December, with 32,087 children participating. Since the program’s inception in 1998, 1.35 million children have participated.



Dental hygienists provide dental check-ups





Commemorative photos taken at nursery schools where the program was implemented

3 Raising Brand Awareness at Dental Conferences, Academic Meetings, and Symposiums

SL is working in collaboration with professional dental organizations, such as the MOH and the MDTA, to promote good oral healthcare habits throughout Malaysia by implementing the following four initiatives:

1. Raising brand awareness and strengthening our network of experts
2. Promoting ongoing education through product demonstrations and sample distribution
3. Building strong, trusting relationships with dentists
4. Driving sales growth and encouraging product recommendations in dental practices

In 2025, at dental conferences and symposiums, we helped 7,502 dentists and dentistry experts deepen their understanding of the LION brand by allowing them to experience the features of our products firsthand through hands-on demonstrations.



SL's booth



A demonstration of *KODOMO* toothpaste



Exhibition at the conference

4 Oral Health Day in Southern Lion

As part of the company's efforts to promote preventive dentistry,* SL has been holding an annual Oral Health Day since 2018 to create awareness among internal staff of the importance of good oral hygiene and gum disease prevention.

From December 15 to 16, 2025, the event was held at SL's headquarters in Johor Bahru in collaboration with the Oral Health Division of the MOH under KP Kota Tinggi. Free dental check-ups and treatment were provided for SL Staff. 137 employees participated in the dental check-ups. SL will continue this annual activity in an effort to increase awareness of good oral hygiene practices among all its staff.

* Lion Group companies overseas are collaborating with dental professionals and retailers on initiatives based on the concept of preventive dentistry. Working together with dental professionals, Lion strives to increase awareness and understanding of oral healthcare by sharing information on good oral healthcare and practical tooth brushing methods. In addition, Lion promotes good oral healthcare habits by providing products that suit individuals' specific oral healthcare needs through retailers and other markets.





Patients are signed in for check-ups



A check-up in progress

Special Joint Project

Actions for Handwashing Day 2025



From September 29 to October 26, 2025, the *KireiKirei* Global Drawing My Bottle Sticker Drawing Contest was held both online and at 3 nursery schools. The contest brought together 300 children, who created their own one-of-a-kind bottles and are now making a point of washing their hands every day.



Announcement of the online contest



Nursery school children creating their stickers

Donation Activities

To fulfill its corporate social responsibility, SL, as a hygiene product manufacturer, actively engages in social contribution activities, such as in-kind donations of hygiene-related products sold by the company.

Donations to underprivileged families and flood victims

Date	December 8, 2025
Outside collaborators	Malaysian Red Crescent Society
Donations	24,000 RM (Malaysian Ringgit) (approx. 1 million yen)
Details	In support of ongoing flood preparedness and community welfare efforts, donations were made to the Malaysian Red Crescent Society’s disaster response team in response to the massive floods that struck Southeast Asia in December 2025.

Activities at PT. Lion Wings

Oral Healthcare Donation Activities

Oral Healthcare

1 Oral Healthcare Educational Events

PT. Lion Wings (“LW”) values the establishment of good oral healthcare habits from early childhood and, jointly with local dentists, has conducted oral healthcare educational events in cooperation with educational facilities such as kindergartens and elementary schools in Indonesia since 2008.

Kindergarteners from the age of four or five and elementary school students up to ten years old are the main targets of the events, at which the importance of oral healthcare is taught through a video featuring the brand characters of *KODOMO* (LW’s oral healthcare product line for children) and instruction on toothbrushing techniques offered by dentists. At the end of each event, all participants, including the children and their families, brush their teeth together using the correct techniques so that they can then practice at home what they have learned.

Moreover, every year LW visits the same kindergartens and elementary schools to ensure the ongoing practice of good oral healthcare habits.

In 2025, from January to December, events were held in 10 cities with about 1,000 children participating.



Photos from an event

2 Activities to Promote and Raise Awareness of Oral Healthcare Habits among Adults

In June and December 2025 LW operated a booth for *Ciptadent*, sold by LW, in Lampung Province, Pekanbaru, and 22 other cities, offering product samples and free dental check-ups. Approximately 170,000 residents participated in the activities, which provided an opportunity to learn the importance of creating good oral healthcare habits.



Visitors at the *Ciptadent* booth

3 Exhibitions at Dental Conferences and Trade Shows

LW is participating in conferences and trade shows attended by many dentists and dental students, showcasing products under the *Systema* brand, with the aim of promoting good oral healthcare habits among the Indonesian public. In 2025, LW educated approximately 50,000 dentists and dental students on a number of important topics, including periodontal disease care for adults.



Photo from the event

4 Oral Healthcare Event Held at a Pedestrian Mall

Jakarta, the capital of Indonesia, is known worldwide for its heavy traffic and congestion. To help counter this situation, every Sunday morning the Indonesian government institutes a car-free day across about six kilometers of the city's central roads and opens them for the general public to enjoy as pedestrians. Since 2023, LW has held an oral healthcare event during one of these "pedestrian paradise" periods to expand contact with consumers and promote brand awareness. At the LW event booth, participants receive toothpaste samples and take part in a tooth brushing experience. In 2025, approximately 80,000 people participated in the activities.







Photos from the event at the pedestrian mall

5 Activities to Promote Good Oral Healthcare Habits among Families on Mother's Day

Mother's Day in Indonesia is celebrated on December 22, while in Japan it is celebrated the second Sunday in May. In Jakarta on December 21, 2025, LW held an event to raise oral healthcare awareness among families. Dental check-ups were conducted by dentists, and educational sessions on the importance of oral healthcare were held, along with a talk show for parents/guardians led by an expert in family psychology.

In celebration of Mother's Day, children surprised their mothers by presenting them with bouquets of flowers and handwritten letters. LW hosted a product sampling and talk event for its *Ciptadent* line. A total of 1,000 parents, guardians and children attended the event.



Dental check-ups performed by dentists



The event's talk show



Commemorative group photo from the event

6 Launch of the Dental Screening Bus (Mobile Dental Clinic)

LW has launched a mobile dental clinic bus to commemorate the opening of its new factory in Surabaya. Through the introduction of this mobile dental clinic bus, which is contributing to the oral healthcare of local residents, LW aims to raise public awareness of its social contribution initiatives. At the launch ceremony on March 1, 2025, dental professionals and other stakeholders gathered, with 200 people receiving dental check-ups.



Visitors receiving dental check-ups on the dental screening bus

Donation Activities

As a company that manufactures and sells products used in everyday living, and to fulfill its corporate social responsibility, LW actively engages in such social contribution activities as donating products that it sells.

Activity 1 Donations for flood relief

Date	January 31, 2025
Donated items	Household goods
Details	Donated daily necessities to PALAD (a local community center) in the Kakung district of East Jakarta for flood victims



Presentation of donated items to local residents

Activity 2 Donations to facilities

Period	July 25, 2025
Donated items	Products sold by LW
Details	Goods donated free of charge to 80 children residing at the Al-Hidayah Mosque



Presentation of vouchers to residents

Activity 3 Donations to an orphanage

Date	December 20, 2025
Donated items	Products sold by LW
Details	Donated products to 35 children living in an orphanage in West Java.



Presentation of goods at an orphanage

Editorial Policy and Guideline Reference Tables

Editorial Policy

- Since 2011, we have systematized our initiatives for sustainability in accordance with ISO 26000, an international standard concerning corporate social responsibility. Our reporting is structured to reflect this.
- *Lion Integrated Report 2026* 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," facilitating deeper understanding of the Lion Group.
- The sustainability website provides additional detailed reporting on Lion's ESG data, initiatives related to the SDGs and other sustainability initiatives.

Referenced Guidelines:

Integrated Report

- International Integrated Reporting Framework issued by the IFRS Foundation
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry

Sustainability Website

- The Environmental Reporting Guidelines (2018) issued by the Ministry of the Environment
- GRI Sustainability Reporting Standards issued by the Global Reporting Initiative
- ISO 26000: 2010 Guidance on social responsibility issued by the Japanese Standards Association

Scope of Coverage:

Lion Corporation and all of its consolidated subsidiaries are covered, in principle.

* Where the scope of coverage of reported activities or data differs from the above, a description is provided.
* Overseas consolidated subsidiaries are also covered by the Sustainability Material Issues and Objectives for 2030.

Period Covered

- *Integrated Report 2026*: From January 1, 2025 to December 31, 2025
- Sustainability Website: From January 1, 2025 to Present

* Some parts also include information about activities conducted outside of the above periods.

Guideline Reference Tables

> GRI Sustainability Reporting Standards Reference Table

> Reference Table for United Nations Global Compact COP

GRI Sustainability Reporting Standards Reference Table

[Statement of use]

Lion Group refers to the GRI （Global Reporting Initiative）Sustainability Reporting Standards and reports to the information for the period from January 1, 2025 to December 31, 2025 including some up-to-date information.

[GRI 1 used]

GRI 1: Foundation 2021

Note: “-” in the table indicates that the contents of the item are not reported on Lion's sustainability website.

GRI Standards		Website
GRI 2: General Disclosures 2021		
1. The organization and its reporting practices		
2-1	Organizational details	> Company Overview > Domestic Affiliates > Overseas Affiliates
2-2	Entities included in the organization’s sustainability reporting	> Editorial Policy and Guideline Reference Tables
2-3	Reporting period, frequency and contact point	> Editorial Policy and Guideline Reference Tables
2-4	Restatements of information	> ESG Data
2-5	External assurance	> ESG Data･Third-Party Verification (Environment)
2. Activities and workers		
2-6	Activities, value chain and other business relationships	> Securities Report [Japanese]
2-7	Employees	> Securities Report [Japanese] > ESG Data　Employee Data
2-8	Workers who are not employees	> ESG Data　Employee Data
3. Governance		
2-9	Governance structure and composition	> Basic Approach to Corporate Governance
2-10	Nomination and selection of the highest governance body	> Lion Corporation Basic Corporate Governance Policy PDF > Corporate Governance Report PDF
2-11	Chair of the highest governance body	> Corporate Governance Report PDF
2-12	Role of the highest governance body in overseeing the management of impacts	> Basic Approach to Corporate Governance > Lion Corporation Basic Corporate Governance Policy PDF > Corporate Governance Report PDF
2-13	Delegation of responsibility for managing impacts	> Basic Approach to Corporate Governance > Sustainability Management (Implementation Framework)
2-14	Role of the highest governance body in sustainability reporting	> Sustainability Management (Implementation Framework) > Message from Management
2-15	Conflicts of interest	> Securities Report [Japanese]
2-16	Communication of critical concerns	> Compliance > Internal Control System > Risk Management

GRI Standards		Website
2-17	Collective knowledge of the highest governance body	> Lion Corporation Basic Corporate Governance Policy PDF
2-18	Evaluation of the performance of the highest governance body	> Lion Corporation Basic Corporate Governance Policy PDF > Corporate Governance Report PDF
2-19	Remuneration policies	> Securities Report [Japanese] > Lion Corporation Basic Corporate Governance Policy PDF > Compensation System for Corporate Officer
2-20	Process to determine remuneration	> Securities Report [Japanese] > Compensation System for Corporate Officer
2-21	Annual total compensation ratio	> Compensation System for Corporate Officer
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	> Message from Management > Management Strategies and Medium-Term Management Plan
2-23	Policy commitments	> Policies and Declarations > Respect for Human Rights
2-24	Embedding policy commitments	> Building Responsible Supply Chain Management > Promoting Sustainability with Materials Manufacturers and Production Contractors
2-25	Processes to remediate negative impacts	> Lion Corporation Basic Corporate Governance Policy PDF > Promoting Human Rights Due Diligence > Risk Management
2-26	Mechanisms for seeking advice and raising concerns	> Lion Corporation Basic Corporate Governance Policy PDF > Compliance
2-27	Compliance with laws and regulations	> Compliance
2-28	Membership associations	> Initiatives and External Evaluations > Participation in External Environmental Initiatives > Eco-First Commitment > Participation in Pharmaceutical Product Safety Initiatives > Participation in External Supply Chain Initiatives
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	> Stakeholder Engagement
2-30	Collective bargaining agreements	> Labor-Management Relations
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	> Identifying Material Issues
3-2	List of material topics	> Sustainability Material Issues and Objectives for 2030
3-3	Management of material topics	> Sustainability Management (Implementation Framework)
200: Economic topics		
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	> Quarterly Financial Statements / Supplementary Materials

GRI Standards		Website
201-2	Financial implications and other risks and opportunities due to climate change	> Information disclosure based on TCFD recommendations
201-3	Defined benefit plan obligations and other retirement plans	> Securities Report [Japanese]
201-4	Financial assistance received from government	—
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2	Proportion of senior management hired from the local community	—
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	—
203-2	Significant indirect economic impacts	—
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	—
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	—
205-2	Communication and training about anti-corruption policies and procedures	> Compliance
205-3	Confirmed incidents of corruption and actions taken	—
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—
GRI 207: Tax 2019		
207-1	Approach to tax	> Tax Policy
207-2	Tax governance, control, and risk management	> Compliance > Risk Management
207-3	Stakeholder engagement and management of concerns related to tax	> Stakeholder Engagement
207-4	Country-by-country reporting	> Tax Policy > Compliance
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	> ESG Data Raw Material Usage, Container and Packaging Material Usage
301-2	Recycled input materials used	> Using Sustainable Plastic Resources
301-3	Reclaimed products and their packaging materials	> Using Sustainable Plastic Resources
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	> ESG Data Total Energy Consumption by Operating Sites
302-2	Energy consumption outside of the organization	> ESG Data Breakdown of Greenhouse CO_2 Emissions (Scope 1, 2 and 3) Throughout the Supply Chain
302-3	Energy intensity	—
302-4	Reduction of energy consumption	> Reduce CO_2 Emissions throughout Business Activities
302-5	Reductions in energy requirements of products and services	> Reduce CO_2 Emissions throughout Product Lifecycles
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	> Realizing a Resource-Circulating Society > Reducing Water Use Over the Lifecycles of Lion Products
303-2	Management of water discharge-related impacts	> Reducing Water Usage in Business Operations

GRI Standards		Website
303-3	Water withdrawal	> ESG Data Water Usage (Water Withdrawal) in Business Activities > Reducing Water Use Over the Lifecycles of Lion Products
303-4	Water discharge	> ESG Data Wastewater Discharge in Business Activities > Reducing Water Use Over the Lifecycles of Lion Products
303-5	Water consumption	> ESG Data Overview of Environmental Burden Created by Business Activities
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	> Activities at Operating Sites
304-2	Significant impacts of activities, products and services on biodiversity	> Harmonizing with Nature (Biodiversity) > Information disclosure based on TNFD recommendation
304-3	Habitats protected or restored	> Activities at Operating Sites
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	> Social Contribution Activities 6.1 Biodiversity Conservation Activities (by Operating Site)
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	> Reducing CO_2 Emissions Throughout Product Life Cycles
305-2	Energy indirect (Scope 2) GHG emissions	> Reducing CO_2 Emissions Throughout Product Life Cycles
305-3	Other indirect (Scope 3) GHG emissions	> CO_2 Emissions Throughout Product Life Cycles
305-4	GHG emissions intensity	—
305-5	Reduction of GHG emissions	> Reduce CO_2 Emissions throughout Business Activities > ESG data Reduce CO_2 Emissions throughout Product Lifecycles
305-6	Emissions of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	> ESG Data Management of Chemical Substances > Management of Chemical Substances Air Quality-Conscious Production Activities
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	> Realizing a Resource-Circulating Society
306-2	Management of significant waste-related impacts	> Using Sustainable Plastic Resources
306-3	Waste generated	> ESG Data Waste
306-4	Waste diverted from disposal	> ESG Data Waste
306-5	Waste directed to disposal	> ESG Data Waste
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	> Promoting Sustainability with Materials Manufacturers and Production Contractors
308-2	Negative environmental impacts in the supply chain and actions taken	> Aiming for Sustainable Raw Material Procurement
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	> ESG Data Employee Data
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3	Parental leave	> Promoting Work-Life Enrichment
GRI 402: Labor/Management Relations 2016		

GRI Standards		Website
402-1	Minimum notice periods regarding operational changes	—
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	> Enhancing the Occupational Safety Management System
403-2	Hazard identification, risk assessment, and incident investigation	> Enhancing the Occupational Safety Management System
403-3	Occupational health services	—
403-4	Worker participation, consultation, and communication on occupational health and safety	> Enhancing the Occupational Safety Management System
403-5	Worker training on occupational health and safety	> Enhancing the Occupational Safety Management System
403-6	Promotion of worker health	> Improving Employee Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	> Enhancing the Occupational Safety Management System Initiatives (Facility Safety/Occupational Safety)
403-8	Workers covered by an occupational health and safety management system	> Enhancing the Occupational Safety Management System
403-9	Work-related injuries	> Improving Employee Health > Enhancing the Occupational Safety Management System Initiatives (Facility Safety/Occupational Safety)
403-10	Work-related ill health	> Improving Employee Health > Productivity and Professional Fulfillment Indicators
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	> ESG Data Employee Data
404-2	Programs for upgrading employee skills and transition assistance programs	> Company-wide Initiatives to Support Learning and Career Autonomy
404-3	Percentage of employees receiving regular performance and career development reviews	—
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	> Promoting Diversity, Equity & Inclusion
405-2	Ratio of basic salary and remuneration of women to men	> ESG Data Employee Data
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	—
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	> Promoting Human Rights Due Diligence
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	> Promoting Human Rights Due Diligence
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	> Promoting Human Rights Due Diligence
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	—
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	—
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	> Social Contribution Activities

GRI Standards		Website
413-2	Operations with significant actual and potential negative impacts on local communities	—
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	> Selecting New Suppliers
414-2	Negative social impacts in the supply chain and actions taken	> Aiming for Sustainable Raw Material Procurement
GRI 415: Public Policy 2016		
415-1	Political contributions	> Political Contributions
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	> Approach to Quality Assurance, Safety and Reliability
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	> Approach to Responsible Product Representations
417-2	Incidents of non-compliance concerning product and service information and labeling	> Admonishment from the Consumer Affairs Agency Regarding Product Representations
417-3	Incidents of non-compliance concerning marketing communications	—
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—

Reference Table for United Nations Global Compact COP

Lion announced its support for the United Nations Global Compact (UNGC) in 2009 and takes part in related initiatives. As a signatory to the UNGC, COP (Communication on Progress) on the status of initiatives on ten principles in the four areas of “Human Rights,” “Labour,” “Environment” and “Anti-Corruption” is submitted once a year.

	UN Global Compact Principles	Website
Human rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	> Charter for Corporate Behavior / Behavioral Guidelines > LION Human Rights Policy > Respect for Human Rights > Building Responsible Supply Chain Management > Promoting Sustainability with Materials Manufacturers and Production Contractors > Aiming for Sustainable Raw Material Procurement > Stakeholder Engagement > Promoting Diversity, Equity and Inclusion > Approach to Quality Assurance, Safety and Reliability > Improving Employee Health > Enhancing the Occupational Safety Management System
	Principle 2: Make sure that they are not complicit in human rights abuses.	> Charter for Corporate Behavior / Behavioral Guidelines > LION Human Rights Policy > Respect for Human Rights > Promoting Human Rights Due Diligence
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	> Charter for Corporate Behavior / Behavioral Guidelines > LION Human Rights Policy > Respect for Human Rights > Human Capital · Occupational Safety > Labor-Management Relations
	Principle 4: The elimination of all forms of forced and compulsory labour;	> Charter for Corporate Behavior / Behavioral Guidelines > LION Human Rights Policy > Respect for Human Rights > Building Responsible Supply Chain Management > Promoting Sustainability with Materials Manufacturers and Production Contractors > Aiming for Sustainable Raw Material Procurement
	Principle 5: The effective abolition of child labour; and	> Charter for Corporate Behavior / Behavioral Guidelines

	UN Global Compact Principles	Website
		> LION Human Rights Policy > Respect for Human Rights > Building Responsible Supply Chain Management > Promoting Sustainability with Materials Manufacturers and Production Contractors > Aiming for Sustainable Raw Material Procurement
	Principle 6: The elimination of discrimination in respect of employment and occupation.	> Charter for Corporate Behavior / Behavioral Guidelines > LION Human Rights Policy > Respect for Human Rights > Human Capital · Occupational Safety > Promoting Diversity, Equity and Inclusion > Promoting Work-Life Enrichment > Enhancing the Occupational Safety Management System
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	> Charter for Corporate Behavior / Behavioral Guidelines > Promoting Environmental Initiatives for a Sustainable Planet Environmental Policy / Management > Environmental Approach and Policy / Management > Management of Chemical Substances > Stakeholder Engagement
	Principle 8: Undertake initiatives to promote greater environmental responsibility; and	> Charter for Corporate Behavior / Behavioral Guidelines > Message from Management > Approach and Implementation Framework > Identifying Material Issues > Participation in External Environmental Initiatives > Realizing a Decarbonized Society > Realizing a Resource-Circulating Society > Initiatives and External Evaluations > Stakeholder Engagement
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	> Charter for Corporate Behavior / Behavioral Guidelines > Participation in External Environmental Initiatives > Using Sustainable Plastic Resources > Lion's Environmentally Friendly Products
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	> Charter for Corporate Behavior / Behavioral Guidelines > Basic Approach to Corporate Governance > Compliance > LION Anti-Bribery Principles

Integrated Report & Sustainability

- Integrated Report 2026
- Integrated Report Back Numbers
- Sustainability Website 2026 <PDF>
- Lion's Sustainability
- Sustainability Communication Book [Japanese]
- Eco Pamphlet [Japanese]
- "Hygiene and Health Care in Times of Disaster"book

Integrated Report 2026

(January 1–December 31, 2025)

Lion Integrated Report 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," facilitating deeper understanding of the Lion Group.

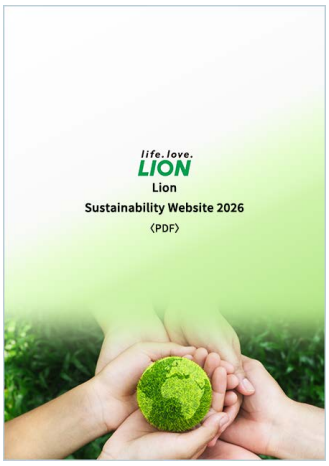


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Sustainability Communication Booklet

“Foundation of Daily Life: In Numbers”



> Sustainability Communication Booklet [Japanese] (PDF: 24.8MB)

Eco Pamphlet

This pamphlet uses graphs and illustrations to explain Lion’s environmental initiatives.



> Eco Pamphlet [Japanese] (PDF: 5.25MB)

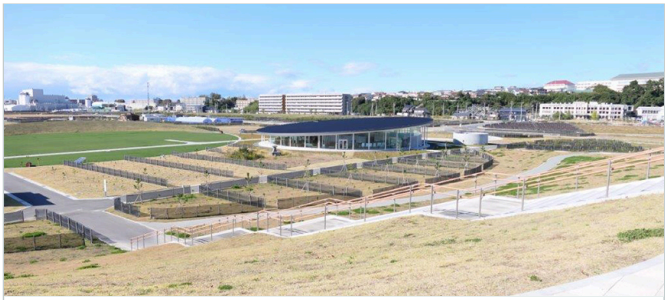
“Hygiene and Health Care in Times of Disaster”book

This PDF offers information on hygiene and health care amid disasters.The PDF explains the importance of hand cleanliness care and oral care in times of disaster and provides helpful advice on preparing for emergencies and food safety in disaster situations.
Information for families on disaster preparedness and caring for young children, the elderly and people with disabilities in the event of a disaster is also included.



> PDF Download (4 pages) : Fold printed sheets down the center.

Related Content



Lion’s Initiatives to Promote Recovery from the Great East Japan Earthquake

In Ishinomaki City, Miyagi Prefecture, a place of significance to Lion's founder, Tomijiro Kobayashi, we are engaged in various activities utilizing Lion's resources.



Hygiene and Health Care Information for Times of Disaster

We provide information on hygiene and health care such as oral healthcare and hand hygiene care in times of disaster, as well as everyday preparations.



Lion’s SDG-Related Initiatives

We have established partnerships with various parties to address various issues and achieve the SDGs.