

	Material Issues	Objectives	Indicators (2030)	Progress (2021 results)	Globally Common Measures to 2030	Related SDGs
E	Promoting Environmental Initiatives for a Sustainable Planet	Reduce CO ₂ emissions throughout business activities.	• CO ₂ emissions throughout business activities ⇒Down 55% compared with 2017 levels (Absolute quantity)	• Down 7% compared with 2017	• Reduce energy usage through energy-saving activities. • Purchase electricity generated by renewable energy sources.	
		Reduce CO ₂ emissions throughout product life cycles.	• CO ₂ emissions throughout product life cycles ⇒Down 30% compared with 2017 levels (Absolute quantity)	• Up 10% compared with 2017	• Reduce household CO ₂ emissions from product use through the provision of environmentally friendly products and services and the promotion of environmentally friendly habits. • Reduce CO ₂ emissions at the stage of procurement through supplier engagement and the purchase of raw materials that generate low CO ₂ emissions.	
		Achieve a CO ₂ emissions reduction effect in excess of Lion's own emissions to help society become carbon negative.	• Contribute to a CO ₂ emission reduction effect in excess of Lion's own emissions (Japan)	• Plan to formulate actions and KPIs and verify their effectiveness	• Reduce society's overall CO ₂ emissions through collaboration with other industry actors and companies. • Reduce household CO ₂ emissions through provision of environmentally friendly products and services.	
		Promote actively the 3Rs (reduce, reuse, recycle) and renewable activities.	• Petrochemical-derived plastic use rate ⇒70% or less	• 95% (Japan)	• Reduce usage of petrochemical-derived materials through the increased use of recycled plastic and biomass materials in products, containers and other packaging. • Continuously promote reduced use and reuse of plastic in products, containers and other packaging.	
		Reduce water usage throughout product life cycles.	• Water usage throughout product life cycles ⇒Down 30% compared with 2017 levels (Per unit of net sales)	• Down 2% compared with 2017	• Reduce water usage by consumers through the provision of water-saving products.	
S	Creating Healthy Living Habits	Provide opportunities for everyone to practice oral care whenever necessary and foster oral care habits to promote health for all.	• Persons provided with products, services and information aimed at creating healthy living habits ⇒1 billion <Oral care: 500 million, Cleanliness and hygiene: 500 million>	Oral care: 150 million • Launched CLINICA and SYSTEMA Gel Toothpaste for use with electric toothbrushes • Launched Lightee Toothpaste for whitening • Spread the habit of after-lunch tooth brushing at the workplace • Conduct initiatives under the Okuchikarada Project for children Inclusive Oral Care • Released an animated video showing how to brush teeth with mouth closed. • Released "Ee, Ha," a tooth brushing song to promote the formation of proper tooth brushing habits among children	• Increase range of products and services that promote the creation of better oral care habits. • Reinforce educational and awareness activities aimed at establishing preventive dentistry and better oral care habits. • Promote activities to address personal and social challenges through Inclusive Oral Care.	
		Promote the establishment of hygienic habits that prevent bacteria and viruses from entering the body across all aspects of daily living.		Cleanliness and hygiene: 120 million • Launched KireiKirei Blue series to combat viruses in daily life • Launched Pocket Size KireiKirei Medicated Foaming Hand Soap for use whenever, wherever • Launched KireiKirei Medicated Foaming Hand Soap Auto Dispenser for touchless dispensing • Began the KireiKirei Relay Project to help create a clean and hygienic environment • Began "Let's Join Together to Promote Habits for Cleanliness! Produced by KireiKirei" for educational institutions • Released "If I Wash My Hands Together With You", a song to help encourage children to join the hand-washing crowd	• Provide products and services that support the establishment of hand cleanliness and hygienic habits in daily living. • Provide new customer experiences in all aspects of daily living through the provision of products and services that protect customers from bacteria and viruses. • Implement educational and awareness-raising activities to establish cleanliness and hygienic habits in all aspects of daily living.	
S	Promoting Diversity & Inclusion	Enable human resources with diverse values and ideas fully express their individuality and abilities and succeed professionally.	• Ratio of women in management ⇒30% or more • Employees who feel that employees with diverse values are able to succeed professionally ⇒80% or more	• Ratio of women in management: 20% • Employees who feel so: 56% (Japan)	• Provide opportunities for employees to deepen their understanding of diverse values. • Create systems and mechanisms for diverse human resources to succeed professionally.	
	Promoting Work-Life Enrichment	Create an environment that helps employees fulfill their ambitions through synergy between work and private life.	• Employees who feel that life outside of work (role at home and external activities) has a positive impact on work ⇒75% or more	• 54% (Japan)	• Create an environment that enables employees to fulfill their life ambitions and achieve their ideal lifestyles.	
	Developing Human Resources	Foster human resources who generate dynamism to realize innovative change by creating environments that allow all employees to exercise their diverse abilities to the fullest and embrace challenges.	• Employees who are using diverse educational programs (Lion Career Village) for individualized skill acquisition and ability development ⇒100%	• 56% (Japan) Note: Programs are being introduced in stages (Overseas)	• Introduce e-learning system and curriculum that meet the needs of overseas Group companies. • Create mechanisms that will be used to provide contents for learning opportunities on an ongoing basis.	
	Improving Employee Health	Support mental and physical healthcare for employees to reinforce Group human resources and achieve sustainable corporate growth.	• Employees getting dental checkups ⇒100% • Absenteeism ⇒Improve from the 2021 level	• Employees getting dental checkups: 56% (Japan; stopped during state of emergency) Note: Support for dental checkups is provided (Overseas) • Absenteeism: 0.7% (Japan) Note: Calculation method under consideration (Overseas)	• Use a self-administered daily oral care program and regular dental checkups to create an environment that allows all employees to implement a PDCA cycle and to provide information and learning opportunities regarding oral self-care. • Provide opportunities for management to learn about checking the mental health of subordinates and for all employees to learn about caring for their own mental health. • Improve health literacy by providing information that helps employees understand their own health conditions and future risks, as well as what preventative actions to take in their daily lives.	
	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	• Provide opportunities to learn about safety and disaster prevention, and implement activities to promote understanding of basic safety activities. • Build mechanisms for exchanging safety information, and proactively disclose information on levels of workplace safety based on the management of records of occupational accident frequency.	
	Respecting Human Rights	Ensure respect for the human rights of all stakeholders affected by Group business activities, in line with the LION Human Rights Policy.	• Human rights due diligence implementation for material human rights issues ⇒100%	• Currently studying methods for assessing risk of human rights violations	• Build a mechanism for addressing human rights issues. • Identify material human rights risks and verify how those affected are negatively impacted. • Execute and monitor measures for addressing human rights risks that have been identified. • Proactively disclose status of response to human rights due diligence.	
	Building Responsible Supply Chain Management	Implement sustainable procurement with zero tolerance for human rights and labor problems (including child labor and forced labor) or environmental destruction in line with the Sustainable Material Procurement Policy and Lion Group Supplier CSR Guidelines.	• Procurement of third-party certified paper and pulp (FSC, PEFC, etc.) and palm oil, palm kernel oil and their derivatives (RSPO, etc.) ⇒100% • Procurement of third-party certified paper and pulp (FSC, PEFC, etc.) and palm oil, palm kernel oil and their derivatives (RSPO, etc.) from suppliers that support efforts aimed at zero deforestation ⇒100%	• Ratio of certified raw materials procurement Japan: Certified paper and pulp: 65% (Item ratio) Certified palm oil and palm kernel oil derivatives: 93% (based on key raw materials) Overseas: Certified paper and pulp: Procurement to begin in stages Certified palm oil and palm kernel oil derivatives: Procurement to be considered • Ratio of suppliers supporting zero deforestation: 50% (Japan) Note: Surveys to begin in stages (Overseas)	• Create and promote a sustainable procurement system in cooperation with suppliers.	
	Pursuing Customer Satisfaction and Trust	Promote and reinforce customer-oriented business activities by improving customer support quality and the value of products and services.	• Customer opinions are reflected in all products and services so that customers will continue to choose them	• In addition to a monthly newsletter aimed at quickly discovering issues and trends through the voice of the customer, in February 2022 we launched a new weekly VOC newsletter (Japan)	• Evolve the activities of customer response departments by steadily promoting three steps: Understand the current situation ⇒Formulate plans ⇒Promote activities • Create an environment for improving customer relationships and expanding the range of problem resolution methods. • Create and implement a system for reflecting customer feedback in products and services.	
G	Promoting Risk Management	Build a comprehensive and exhaustive risk management system for identifying and quickly and appropriately dealing with risks to achieve sustainable corporate growth.	• Disclosure of the results of monitoring significant business risks and progress in implementing reduction measures ⇒At least once a year	• Disclosed once	• Build and raise awareness of a management system that includes overseas Group companies. • Use a consistent format for investigating risks and implement countermeasures. • Share information on progress of response through reports to the Board of Directors once a year.	
	Reinforcing Compliance	Reinforce effective initiatives to instill compliance awareness and thus earn and maintain the trust of society.	• Participation in compliance education and training ⇒Implement as planned (100%) at work sites • Serious compliance violations ⇒Zero	• Participation in training: 100% as planned • Serious compliance violations: Zero	• Build and enhance a compliance system that includes overseas Group companies. • Further inculcate through ongoing implementation of management and employee training and questionnaires, etc. • Improve Group-wide risk perception and accelerate risk response by designating compliance managers at overseas Group companies and building a global hotline.	
	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 • As in 2020, continued activities to improve evaluation results	• Evaluate and disclose results of the operation of the current internal control system. • Clarify status of establishment of internal control systems at overseas Group companies and evaluate their operation. • Continuously and proactively disclose governance-related non-financial information.	

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