



# Key Non-Financial Data

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

We conducted activities toward achieving the 2030 objectives for each Sustainability Material Issue. We will continue to introduce further initiatives. Going forward, we will boost our efforts to manage and address these risks.

	Material Issues	Objectives (2030)	Indicators (2030)	Progress (2025 Results)	Globally Common Measures to 2030
E	Promoting Environmental Initiatives for a Sustainable Planet 	Reduce CO <sub>2</sub> emissions throughout business activities.	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions throughout business activities ⇒ Down 55% compared with 2017 levels (Absolute quantity)</li> </ul>	<ul style="list-style-type: none"> <li>Down 36% compared with 2017 (Figure after deducting purchases of carbon credits, 27% reduction if not deducted.)</li> </ul>	<ul style="list-style-type: none"> <li>Reduce energy usage through energy-saving activities.</li> <li>Purchase electricity generated by renewable energy sources.</li> </ul>
		Reduce CO <sub>2</sub> emissions throughout product lifecycles.	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions throughout product lifecycles ⇒ Down 30% compared with 2017 levels (Absolute quantity)</li> </ul>	<ul style="list-style-type: none"> <li>Down 11% compared with 2017</li> </ul>	<ul style="list-style-type: none"> <li>Reduce household CO<sub>2</sub> emissions from product use through the provision of environmentally friendly products and services and the promotion of environmentally friendly habits.</li> <li>Reduce CO<sub>2</sub> emissions at the stage of procurement through supplier engagement and the purchase of raw materials that generate low CO<sub>2</sub> emissions.</li> </ul>
		Achieve a CO <sub>2</sub> emissions reduction effect in excess of Lion's own emissions to help society become carbon negative.	<ul style="list-style-type: none"> <li>Contribute to a CO<sub>2</sub> emission reduction effect in excess of Lion's own emissions (Japan)</li> </ul>	<ul style="list-style-type: none"> <li>Plan to formulate actions and KPIs and verify their effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Reduce society's overall CO<sub>2</sub> emissions through collaboration with other industry actors and companies.</li> <li>Reduce household CO<sub>2</sub> emissions through provision of environmentally friendly products and services.</li> </ul>
		Actively promote the 3Rs (reduce, reuse, recycle) and renewable resource activities.	<ul style="list-style-type: none"> <li>Petrochemical-derived plastic use rate ⇒ 70% or less</li> </ul>	<ul style="list-style-type: none"> <li>97% (Japan) Rate of containers and other packaging using sustainable materials: 2.9%</li> </ul>	<ul style="list-style-type: none"> <li>Reduce usage of petrochemical-derived materials through the increased use of recycled plastic and biomass materials in products, containers and packaging.</li> <li>Continuously promote reduced use and reuse of plastic in products, containers and packaging.</li> </ul>
		Reduce water usage throughout product lifecycles.	<ul style="list-style-type: none"> <li>Water usage throughout product lifecycles ⇒ Down 30% compared with 2017 levels (Per unit of net sales)</li> </ul>	<ul style="list-style-type: none"> <li>Down 24% compared with 2017</li> </ul>	<ul style="list-style-type: none"> <li>Reduce water usage by consumers through the provision of water-saving products.</li> </ul>
S	Creating Healthy Living Habits 	Provide opportunities for everyone to practice oral healthcare whenever necessary and foster oral healthcare habits to promote health for all.	<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>Oral healthcare habits: 400 million people* * Source: Lion survey</li> </ul>	<ul style="list-style-type: none"> <li>Increase range of products and services that promote the creation of better oral healthcare habits.</li> <li>Reinforce educational and awareness activities aimed at establishing preventive dentistry and better oral healthcare habits.</li> <li>Promote activities to address personal and social challenges through oral healthcare. (Inclusive Oral Care)</li> </ul>
		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.			<ul style="list-style-type: none"> <li>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.</li> </ul>



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Material Issues	Objectives (2030)	Indicators (2030)	Progress (2025 Results)	Globally Common Measures to 2030
Promoting Diversity, Equity and Inclusion* WEB	Establish an organization that enables new value creation by appointing decision-makers with diverse values, thinking, and attributes.	• Ratio of women in management ⇒ 30% or more	• 28.3%	• 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* WEB	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: 80% or higher	• 72.5% (Japan)	• Create an environment that enables employees to fulfill their life ambitions and achieve their ideal lifestyles.
Developing Human Resources* WEB	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: 76 or higher Non-management: 68 or higher	Management: 73 Non-management: 63 (Japan)	• Introduce e-learning system and curriculum that meet the needs of overseas Group companies. • Create mechanisms that will be used to provide content for learning opportunities on an ongoing basis.
Improving Employee Health* WEB	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 levels	①94% ②47.6% ③1.4% (Slight increase compared to 2024)	• Use a self-administered daily oral care program and regular dental checkups to create an environment that enables 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 WEB	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 WEB	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%	• 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 implementation.
Building Responsible Supply Chain Management WEB	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%	• Create and promote a sustainable procurement system in cooperation with suppliers.
Pursuing Customer Satisfaction and Trust WEB	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)	• Evolve the activities of customer response departments by steadily promoting three steps: Understand the current situation, formulate plans, and 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.
Promoting Risk Management WEB	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 WEB	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 compliance 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 WEB	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 2020 onward	• Disclosed once • Continued activities to maintain or improve evaluation compared with 2024	• 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.

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