

**Lion Establishes ¥3.0 billion Lion Oral Health Fund for Investment in the Oral Health Field**  
Investing in Start-Ups and Research Institutions in Japan and Overseas  
to Accelerate Business Opportunity Creation

Lion Corporation hereby announces the August 8, 2022 establishment of the Lion Oral Health Fund as part of the Lion Oral Health Initiative aimed at 2030.\*<sup>1</sup> Through this internal fund, Lion will allocate ¥3.0 billion for investment in start-ups and research institutions in Japan and overseas in order to secure new business opportunities that will generate social and economic value. Investment will be aimed at the oral health field, one of the four fields of value creation\*<sup>2</sup> set out as growth drivers for the Lion Group under the Vision2030 long-term strategic framework.\*<sup>3</sup> The oral health field is a mainstay of the Group's businesses, and this investment will accelerate the generation of opportunities for businesses that make a difference in everyday lives by redesigning habits for consumers.

\*<sup>1</sup> The Lion Oral Health Initiative is the collective name of Lion's activities in the oral health field aimed at realizing Vision2030. An overview was announced August 8, 2022.

\*<sup>2</sup> For more information about the four fields of value creation, including the oral health field, please refer to Reference 2 at the end of this release.

\*<sup>3</sup> For more information about the Vision2030 long-term strategic framework, please refer to Reference 1 at the end of this release.

## 1. Background

The Lion Group has established the management vision "Becoming an advanced daily healthcare company" for 2030, driven by its purpose, "Make a difference in everyday lives by redesigning habits: ReDesign," and is carrying out corporate activities to realize this vision.

In light of the growing importance of dental and oral health, Lion has launched the Lion Oral Health Initiative, aimed at 2030. The initiative's target is to contribute to improving health by supporting the formation of positive preventive dentistry habits that fit individuals' lifestyles as well as physical and mental health. As part of the Initiative, to generate new business opportunities by accelerating collaboration with new partners, Lion has established the internal Lion Oral Health Fund, setting aside a total of ¥3.0 billion for investment in start-ups and cutting-edge research institutions in Japan and overseas.

## 2. Overview

The fund will be used to invest in start-ups with strengths in the oral health field and other organizations with the potential to contribute to the expansion of related research and digital technologies, both in and outside Japan.

Investment decisions will be made by an investment committee composed of Lion Board members following meetings with and screenings of candidates seeking investment from Lion by the investment director. This investment will allow us to invest directly in start-ups and research institutions in Japan and overseas that are aligned with Lion's purpose and management vision and that possess innovative technologies and businesses. In this way, we aim to go beyond the boundaries of a manufacturer by developing new businesses that provide functional and experience-based value.

Name of investment fund	Lion Oral Health Fund
Establishment	August 8, 2022
Targets	Start-ups with strengths in the oral health field and other organizations with the potential to contribute to the expansion of related research and digital technologies, both in and outside Japan.
Fund size	¥3.0 billion
Investment priorities	(1) Alignment with Lion's purpose and Vision2030 long-term strategic framework (2) Innovative technologies and businesses that can contribute to realizing Lion's vision for the oral health field (3) Synergy with existing businesses*4
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\*4 Oral care products for general consumers and preventive dentistry products sold to dental clinics

Oral care habits are not only important for dental health and, by extension, overall health, but also help children develop autonomy and promote positive interpersonal relationships, forming part of the foundation for daily living that enables us to comfortably eat, talk, smile and be ourselves over the course of our entire lives. We define these habits as part of the oral health field. While building a new foundation for the Personal Oral Health Record (POHR) business using oral health data, we will strive to promote the formation of positive preventive dentistry habits for all consumers, from children to seniors.

#### Related Information

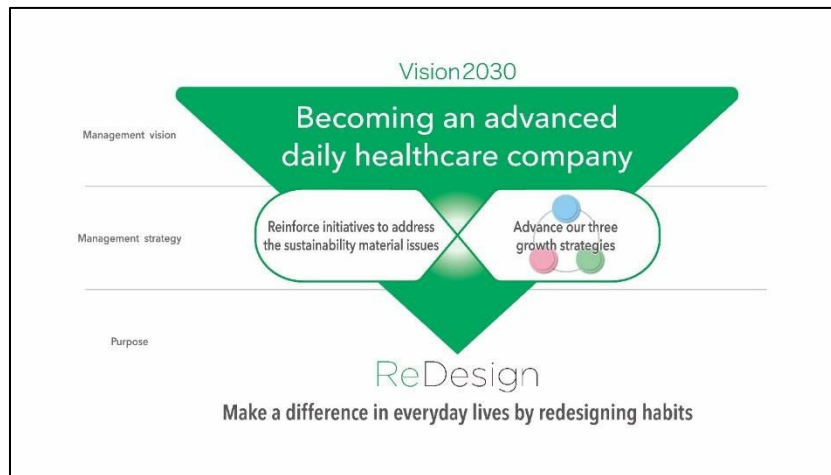
Lion Establishes the Lion Oral Health Initiative for 2030

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## Reference 1

### Vision2030 Long-Term Strategic Framework

Vision2030 is based on Lion's purpose and comprises Lion's management vision for 2030 and management strategies for achieving this vision.



#### (1) Management Vision

##### **Becoming an advanced daily healthcare company**

We will realize healthy minds and bodies for all by creating new customer experiences to make everyday habits more natural, easy and enjoyable.

#### (2) Management Strategies for Realizing the Management Vision

Lion will speed up business growth by advancing the three basic strategies of Vision2030: a. Accelerate growth in four fields of value creation, b. Transform our business foundations for growth and c. Generate dynamism to realize innovative change.



##### **1. Accelerate growth in four fields of value creation**

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

##### **2. Transform our business foundations for growth**

We will continue to engage in and reinforce strategic investment (M&A, SCM, infrastructure, digital, sustainability, etc.) necessary for future growth and transform our business base to one that promotes growth.

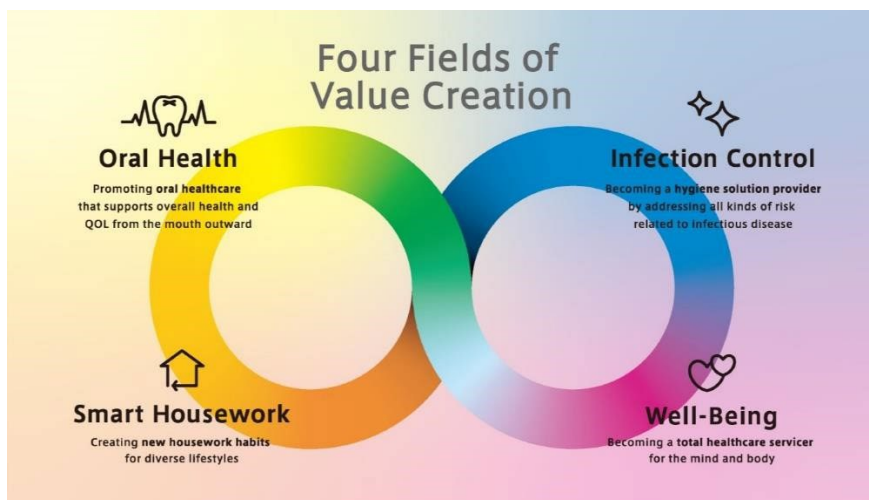
##### **3. Generate dynamism to realize innovative change**

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

## **Reference 2**

### **Four Fields of Value Creation**

The Lion Group will offer healthcare that it is uniquely positioned to provide to more consumers, mainly in Asia. By doing so, the Group aims to make a difference in diverse aspects of daily living and, as a result, accelerate its business growth and enhance its presence in Asia. To this end, we have designated four fields where we provide value as growth drivers for the Lion Group going forward.



### **Oral Health**

**Promoting oral healthcare that supports overall health and QOL from the mouth outward.**

Lion aims to leverage its strengths as Japan's leading oral care manufacturer to integrate innovative oral care products and services into the daily lives of individuals as a new form of healthcare. By doing so, we seek to realize business expansion beyond the bounds of our existing businesses.

### **Infection Control**

**Becoming a hygiene solution provider by addressing all kinds of risk related to infectious disease.**

As a company with a long history of supporting cleanliness, Lion's mission is to transform its business. We will expand our business from living spaces to encompass public and industrial spaces in order to defend against bacteria and viruses on all fronts—bodies, objects and spaces by providing hygiene solutions.

## **Smart Housework**

### **Creating new housework habits for diverse lifestyles.**

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

## **Well-Being**

### **Becoming a total healthcare servicer for the mind and body.**

We will transform into a total healthcare servicer that supports health and happiness at each life stage by building connections with consumers through habitual self-healthcare and by expanding the solutions we offer and integrating our services through collaboration with external partners.