



October 10, 2024
Lion Corporation
Japan Activation Capital, Inc.

Notice of Partnership Agreement to Enhance Corporate Value

Lion Corporation (Representative Director, President and Executive Officer: Masayuki Takemori, “Lion”) and Japan Activation Capital, Inc. (Representative Director and CEO: Hiroyuki Otsuka, “JAC”) announced today the signing of a partnership agreement (“Agreement”) to realize Lion’s sustainable growth and enhance its corporate value. In accordance with the Agreement, JAC acquired Lion's common shares and became a shareholder of Lion on October 9.

1. Background of the Agreement

Lion is engaged in the implementation of its medium-term management plan, "Vision2030 1st STAGE," which is based in turn on the long-term strategic framework outlined in its “Vision2030.” This is the final year of Lion’s initial three-year business plan, and the company has positioned this fiscal year as the year in which it will revitalize its profit base ahead of its next medium-term management plan. As part of these efforts, Lion is refining the profit structure of its domestic consumer products business and ramping up initiatives to grow its overseas businesses.

JAC is a fund that invests in TSE-listed companies, providing support as a significant shareholder for sustainable enhancement of corporate value based on mutual trust with company management. The JAC team is comprised of members from diverse backgrounds who have contributed to growth and value creation at various Japanese corporates. JAC will leverage the experience of its team to the benefit of its portfolio companies.

2. Purpose of the Agreement

Upon executing the Agreement, Lion will be able to leverage JAC's support, resources, and network to realize growth over the mid- to long-term and build positive momentum

for future growth.

Lion and JAC will cooperate under the Agreement to achieve sustainable growth and enhance its corporate value.

3. Comments by Representative Director

<Comments by Representative Director, President and Executive Officer of Lion Corporation, Masayuki Takemori>

We look forward to receiving advice and implementation support from JAC based on their broad experience and fresh perspective. Through constructive dialogue and discussion, along with JAC's execution support, we will further enhance the implementation of the strategies and initiatives outlined in "Vision 2030."

<Comments by Representative Director and CEO of Japan Activation Capital, Inc., Hiroyuki Otsuka>

We are pleased to announce that Lion, a leading Japanese consumer products manufacturer, has chosen us to be its partner to sustainably enhance its corporate value. In addition to the potential Lion has to improve profitability and drive overseas business growth, the management team, led by President Takemori, showed a strong commitment to maximize the company's corporate value. This commitment aligns well with our stated mission. We will provide all our resources, know-how and network to help Lion realize its potential and reinforce its reputation for sustainable growth among its customers, employees, and the capital markets.

4. Company Overview

1) Lion

(1) Company Name	Lion Corporation
(2) Establishment Date	September, 1918
(3) Capital	JPY 34.4 billion (as of June 30, 2024)
(4) Location	1-3-28 Kuramae, Taito-ku, Tokyo
(5) Name and Title of Representative	Representative Director, President and Executive Officer, Masayuki Takemori
(6) Business Content	The manufacture and sale of toothpastes, toothbrushes, soaps, detergents, hair care and skin care products, cooking-related products, and pharmaceuticals, as well as exports to overseas affiliates
(7) Home Page	https://www.lion.co.jp/en/

2) JAC

(1) Company Name	Japan Activation Capital, Inc.
(2) Establishment Date	July, 2023
(3) AUM	JPY 130 billion (as of October 1, 2024)
(4) Location	POLA Aoyama Building 11F, 2-5-17, Minami-Aoyama, Minato-ku, Tokyo
(5) Name and Title of Representative	Representative Director and CEO, Hiroyuki Otsuka,
(6) Business Content	The fund invests in mid to large-cap companies listed on the TSE and supports the implementation of management initiatives and accelerates sustainable growth through trust-based relationships with management teams that have a strong aspiration to grow. JAC's first fund held its final close in April 2024, with backing from major Japanese institutional investors.
(7) Home Page	https://japanactivationcapital.com/