

Kao Corporation

Notice Regarding Changes of Executive Officers

December 1, 2017

Kao Corporation (the “Company”– *Ticker Code:4452*) announces changes of its Executive Officers as of January 1, 2018 as described below.

1. Current Executive Officers to be promoted

New Title	Name	Current Position(s) as of December 1, 2017
Senior Managing Executive Officer	Yoshihiro Hasebe	Managing Executive Officer; Senior Vice President, Research and Development, Global
Managing Executive Officer	Tomoharu Matsuda	Executive Officer; President, Beauty Care - Skin Care and Hair Care Business Unit, Global
Managing Executive Officer	Shigeru Ueyama	Executive Officer; Senior Vice President, Corporate Strategy, Global

2. Executive Officers to be newly elected

Name	Current Position(s) as of December 1, 2017
Osamu Tabata	Vice President, Supply Chain Management - Demand and Supply Planning Center - Chemical, Global; Vice President, Supply Chain Management - Technology Development Center - Project Management, Global
Hideaki Kubo	Vice President, Research and Development - Core Technology, Global
Yoshihiro Murakami	President, Skin Care Business, Global
Ryoichi Harada	Vice President, Enterprise Information Solutions - Business Systems, Global; Vice President, Enterprise Information Solutions, ASEAN

3. Executive Officers to retire

Name	Current Position(s) as of December 1, 2017
Yoshimichi Saita	Senior Vice President, Media Planning and Management, Global
Masayuki Abe	Senior Vice President, Enterprise Information Solutions, Global
Naoki Komoda	President, Fabric and Home Care Business Unit, Global

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Executive Officers and Corporate Executive Fellows as of January 1, 2018

Executive Officers

Title	Name	Position(s)
President and CEO	Michitaka Sawada	
Senior Managing Executive Officer	Katsuhiko Yoshida	President, Consumer Products, Global; Senior Vice President, Marketing Research and Development, Global; Responsible for Kao Professional Services Co., Ltd.
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Managing Executive Officer	Yoshihiro Hasebe	Senior Vice President, Research and Development, Global; Responsible for Corporate Functions, Global
Managing Executive Officer	Masumi Natusaka	Responsible for Special Missions, Global
Managing Executive Officer	Motohiro Morimura	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yasushi Aoki	Senior Vice President, Human Capital Development, Global; Representative Director, Chairman of the Board, Kanebo Cosmetics Inc.; Senior Executive Officer, Senior Vice President, Human Resources and Administration, Kanebo Cosmetics Inc.; President, Kao Group Corporate Pension Fund
Managing Executive Officer	Hideko Aoki	Senior Vice President, Product Quality Management, Global
Managing Executive Officer	Kozo Saito	President, Consumer Products - International Business Management, Global; Chairman of the Board, Kao USA Inc.
Managing Executive Officer	Tomoharu Matsuda	Senior Vice President, Consumer Products, Global; Responsible for Skin Care and Hair Care Business; Responsible for Human Health Care Business; Responsible for Fabric and Home Care Business

Managing Executive Officer	Shigeru Ueyama	Senior Vice President, Corporate Strategy, Global
Executive Officer	Tadaaki Sugiyama	Senior Vice President, Legal and Compliance, Global
Executive Officer	Masakazu Negoro	President, Chemical Business, Global; Chairman of the Board, Fatty Chemical (Malaysia) Sdn, Bhd.; Chairman of the Board, Pilipinas Kao, Inc.; Presidente, Kao Chemicals Europe, S.L.
Executive Officer	Hideki Tanaka	Senior Vice President, Procurement, Global
Executive Officer	Takehiko Shinto	Representative Director, Executive Vice President, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Jun Shida	Vice President, Research and Development - Development Research - Health Care/ Household, Global
Executive Officer	Yasushi Wada	Vice President, Supply Chain Management - Demand and Supply Planning Center, Global
Executive Officer	Hitoshi Hosokawa	Vice President, Research and Development - Development Research - Skin Care/ Hair Care/ Cosmetics, Global
Executive Officer	Hiroyuki Yamashita	Vice President, Supply Chain Management - Technology Development Center, Global
Executive Officer	Minoru Nakanishi	Regional Executive Officer, President, Consumer Products, Greater China; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board and President, Kao Corporation Shanghai; Chairman of the Board and President, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board and President, Kao (Hefei) Co., Ltd; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.
Executive Officer	Akemi Ishiwata	Senior Vice President, Corporate Communications, Global
Executive Officer	Satoru Tanaka	Senior Vice President, Media Planning and Management, Global
Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global

Executive Officer	Osamu Tabata	Vice President, Supply Chain Management - Demand and Supply Planning Center - Chemical, Global; Vice President, Supply Chain Management - Technology Development Center - Project Management, Global; Vice President, Supply Chain Management - Technology Development Center - Production Technology, Global
Executive Officer	Hideaki Kubo	Vice President, Research and Development - Core Technology, Global
Executive Officer	Yoshihiro Murakami	Responsible for Cosmetics Business; Representative Director, President, Kanebo Cosmetics Inc.
Executive Officer	Ryoichi Harada	Senior Vice President, Enterprise Information Solutions, Global

Corporate Executive Fellows

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *2	Takuji Yasukawa
Corporate Executive Fellow *2	Minoru Utsumi
Corporate Executive Fellow	Yuji Furui
Corporate Executive Fellow	Chiaki Mukai

Note:

*1: Individual treated as the same as the Company's Managing Executive Officer

*2: Individual treated as the same as the Company's Executive Officer