

# Our Purpose and Value Creation

## K25 Vision

Protecting future lives  
Sustainability as the only path

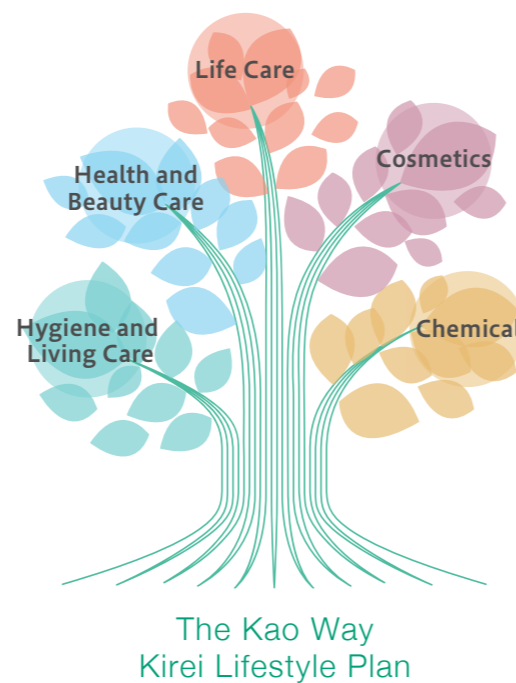
## Our Purpose

To realize a Kirei World in which  
all life lives in harmony

### Strategic Approach

- ◆ Become an essential company in a sustainable world
- ◆ Transform to build robust business through investment
  - Revitalize existing businesses (Reborn Kao)
  - Create new businesses (Another Kao)
- ◆ Maximize the power and potential of employees

### Invest to Grow

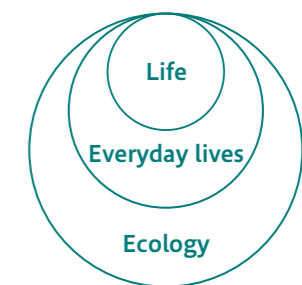


### Commitment to the Future

-  **Regenerative Lifestyles**  
Plan for and enable sustainable consumption and regeneration.
-  **Toward Carbon Negative**  
Move beyond CO<sub>2</sub> reduction and unlock CO<sub>2</sub> recycling.
-  **Zero Waste**  
Waste nothing. Period.
-  **Precision Life Care**  
Every person is unique. Our solutions will be too.
-  **Leave No One Behind**  
Innovation can be for everyone. We won't stop.

### Corporate Message

Kirei—Making Life Beautiful



By maintaining ecological systems, eliminating sources of harm, and protecting lives, Kao seeks to contribute to a thriving future and create a “Kirei” life where everyone can live happily.

The Japanese word “Kirei” describes something that is clean, well-ordered and beautiful, all at the same time. For Kao, this concept of Kirei not only describes appearance, but also attitude—to seek to create beauty for oneself, and also for other people and for the natural world around us.