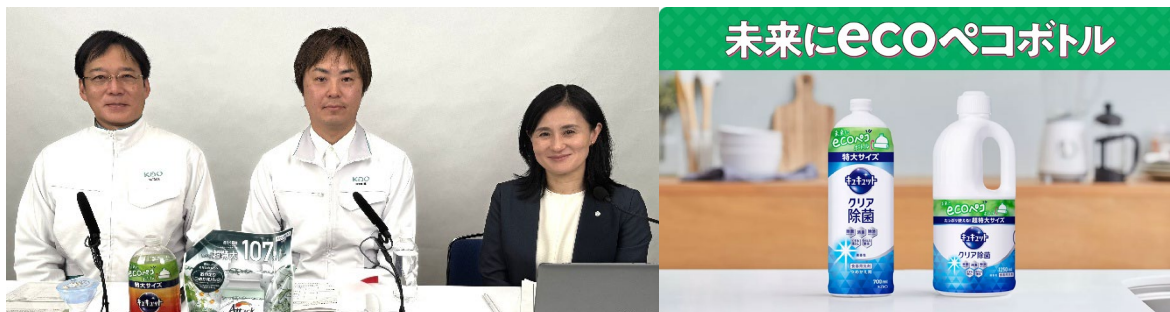


## Outline of the Online Event for Shareholders

We held an online event to communicate directly with shareholders.

### Eco-Friendly and User-Friendly Packaging - Putting our thoughts into shape.



Makoto Tsuji,

Hiroshi Oonishi,

Akiko Hasegawa

### Outline of the meeting

Date: Wednesday, November 5, 2025

Attendees:

Junko Ohtani, Executive Officer, ESG Division

Akiko Hasegawa, Executive Officer, Legal Division

Makoto Tsuji, Senior Principal Research Scientist, Packaging Technology Research, Research & Development Division

Hiroshi Oonishi, Manager, Packaging Technology Research4, Research & Development Division

Description:

1. Kao's ESG *Yoki-Monozukuri*
2. Introduction of initiatives from the Packaging Technology Research Laboratories
  - Examples of "Usability" initiatives
  - Examples of "Environmental Harmony" Initiatives

### Summary of Questions and Answers

1. Does adding a nozzle and cap mean a nozzle-cap pouch uses more plastic than conventional pouches?

The "*Raku-raku Eco Pack*" uses thinner film and bioplastic in the nozzle. Based on our calculations, it is designed to emit less total CO<sub>2</sub> than conventional pouches, assuming multiple refills. For the multi-refill type, CO<sub>2</sub> per unit volume is also lower than a standard single-use refill.

2. Liquid remains in the spout of the refill pouch. How can I empty it completely?

Squeeze the pouch toward the spout to push the contents out, then give it a final shake; the liquid in the spout and nozzle will drain more easily.

**3. Features like “*One-hand push*” add parts and increase plastic use. How do you balance convenience and environmental impact?**

While adding parts to the dispenser increases plastic use, the dispenser is designed for long-term use together with a thin-walled refill pouch, which reduces total plastic use over time.

**4. Is it correct that film-based refill pouches use less plastic, but bottles are easier to recycle?**

Film-based packaging reduces plastic use, but its multilayer structure makes it difficult to recycle. By contrast, bottles are typically single-material and are easier to recycle. We aim to further advance recycling technology and contribute to a circular economy.

**5. Which products would you especially recommend?**

Tsuji: I recommend “*Attack*”. I have a special attachment to it, having witnessed its improvements over the years.

Onishi: I recommend “*PureOra Foaming Toothpaste*”. It dispenses as foam when you press the bottle and is easy for children to use.

**6. I want to crush the refill bottle accordion-style before disposal.**

We developed the “*Cucute Mirai ni eco Peco Bottle*” which is easy to crush. Once you peel off the label film, the accordion-like body with vertical ribs makes it easy to compress. Please give it a try.

**7. The “*Attack ZERO*” refill container makes it hard to see the contents and is easy to overfill. How should I refill it?**

There’s a clear viewing line on the side of the bottle. Use this line as a guide and watch the level as you pour to avoid overfilling.