
Overview of the Events for Shareholders

Site tour at the Sumida Office

~The Secrets of the Startup Factory~

Kao held a tour of its Sumida Office for shareholders on Friday, June 5, 2026.

During this tour, we arranged for shareholders to visit the Tokyo Plant, ICT (Incubation Center Tokyo), located within the Sumida Office to gain a deeper understanding of ICT and to experience Kao's 'Yoki-Monozukuri' ('Excellent Manufacturing') commitment to quality manufacturing firsthand. Following the tour, we held a question-and-answer session.

On the day of the tour, 49 people—including shareholders who applied and were selected, along with their guests—attended the event.

Below is an overview of the tour and the day's activities .

<Overview>

Date and Time: Friday, June 5, 2026, from 10:00 a.m. to 12:00 p.m. and from 1:30 p.m. to 3:30 p.m. (two sessions)

*We had planned to hold the event on Wednesday, June 3, 2026, but it was canceled due to an approaching typhoon.

Venue: Kao Corporation Sumida Office

Attendees:

Atsushi Kozuka, Executive Officer, and Vice President, Manufacturing and Engineering
Division -Demand & Supply Planning, Strategy Planning-

Hideaki Ueoka, Executive Director, and Vice President, Manufacturing and Engineering
Division -Manufacturing, Technology Development-

Keiji Eto, Manufacturing Plant Center -Tokyo Plant(ICT) Manager

Akiko Hasegawa, Executive Officer, Legal Division

<On the Day>

① Overview of ICT

We gave our shareholders a tour of "Yukei," a learning center for Kao employees that was completed last November, showed them a video introducing the Sumida Office, and explained the significance of ICT and our initiatives in this area.



② ICT tour

During the tour, we took our shareholders to ICT, where we explained the products developed and sold there and gave them a firsthand look at the production process. We also had them participate in hands-on experiments so they could experience Kao's 'Yoki-Monozukuri' philosophy firsthand. We provided explanations about RNA technology and chemical products for corporate clients, highlighting Kao's advanced technological capabilities and the breadth of its business domain.



③ Q&A Session

After the tour concluded, we answered questions from the participating shareholders.



Here are some of the questions and answers.

1. What criteria are used to determine the sales channels for products developed using ICT?

When it comes to product distribution channels, it depends on the specific situation. We are consulting with the business division regarding the product's features, scale, and timeline to determine the optimal sales channels and retail locations.

2. What prompted the development of LUNACLEAR (a chemical product) that removes dirt and dissolves rust?

We developed this product in response to a request from a subway company.

Kao is fundamentally a company specializing in Surface Science—manufacturing products such as shampoos and soaps—and possesses the technical expertise to control interfaces to make substances adhere to or detach from surfaces. We believed that our interface technology could help solve the problem of Iron-Oxidizing bacteria sludge, which is a major concern for subway operators, and therefore submitted a proposal.

3. What is the selection process for commercializing products using ICT? Please also provide examples of both major successes and major failures from the past.

One of the criteria for selection is whether a project is novel and whether there is value in being the first to bring it to market using ICT. However, since the proposals we receive from business divisions and research laboratories are highly beneficial to society and require advanced technology, we would like to commercialize all of them. One particularly successful example is "Bioré UV Aqua Rich Watery Hold Cream", a sunscreen that utilizes our one-of-a-kind technology. Initially produced exclusively using ICT and sold only through select distributors, the product was so well-received that we began large-scale production at our Wakayama plant and established a system to make it available nationwide.

There haven't been any major failures so far. Since the value of ICT lies in the ability to quickly launch products—even on a small scale—it still has value even if they aren't well-received in the market.

4. Do you ever collaborate with researchers from external startups to develop products alongside Kao's research and technical staff?

It is our fundamental stance to collaborate with external research institutions and other organizations—not limited to ICT—in advancing our manufacturing efforts. In line with our commitment to moving away from self-centeredness, and with a focus on efficiency and speed, we are always on the lookout for external partners.

Although we only had two hours on the day of the event, we were able to share information about Kao's *'Yoki-Monozukuri.'*

In addition, in the survey conducted after the tour—to which participating shareholders kindly responded—we received many words of support and encouragement. Here are some of the comments we received.

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- The ICT tour was really interesting because it featured so many products I hadn't seen before.
 - I saw a promising future in Fine fiber and RNA technology. I look forward to more unique ideas and research in the future.
 - I trust Kao's products, so I've used them in the past and will continue to use them in the future.
 - "Bioré UV Aqua Rich Watery Hold Cream" wasn't as sticky as I expected, so I decided to give it a try.
 - I thought their approach to manufacturing was wonderful.
 - This was my first time hearing about a "belly button lint pack". I was surprised to learn that the idea had been in the works for 20 years.
 - I was so happy that the staff greeted me with a smile.
 - We hope that researchers from around the world will enjoy taking on the many challenges at ICT.
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