

To Our Shareholders

Kao Corporation  
1-14-10, Nihonbashi Kayabacho, Chuo-ku, Tokyo  
Yoshihiro Hasebe  
Representative Director, President and CEO

**Public Notice of Setting of Record Date  
for Convening the Extraordinary General Meeting of Shareholders**

Kao Corporation (the “Company” – Ticker Code:4452) hereby notifies that the Company has set March 26, 2026 (Thursday) as the record date in order to determine shareholders who may exercise voting rights at the Extraordinary General Meeting of Shareholders, which the Company is considering holding in late April or early May 2026, and the shareholders listed or recorded in the last shareholder registry as of March 26, 2026 shall be able to exercise their voting rights.

Stock Transfer Agency :  
Sumitomo Mitsui Trust Bank, Limited  
1-4-1, Marunouchi, Chiyoda-ku, Tokyo

Handling Office:  
Sumitomo Mitsui Trust Bank, Limited  
Stock Transfer Agency Business Planning Department  
1-4-1, Marunouchi, Chiyoda-ku, Tokyo