

Global Sharp Top Strategy

Toru Nishiguchi

Director, Senior Managing Executive Officer Responsible for Consumer Products, Global

These presentation materials are available on our website in PDF format:

www.kao.com/global/en/investor-relations/library/business-strategy-presentations/

Forward-looking statements such as earnings forecasts and other projections contained in this release are based on information available at this time and assumptions that management believes to be reasonable, and do not constitute guarantees of future performance. Actual results may differ materially from those expectations due to various factors.

Contents

01 Global Sharp Top Strategy

Toru Nishiguchi

Director, Senior Managing Executive Officer Responsible for Consumer Products, Global

02 Cosmetics Business Global Strategy

Yosuke Maezawa

Senior Executive Officer President, Consumer Products - Cosmetics Business, Global

Mark Johnson

Executive Officer President, Consumer Products - Cosmetics Business, Americas and EMEA

03 Skin Protection Business Growth Strategy

Kotaro Nuriya

Senior Executive Officer President, Consumer Products - Health & Beauty Care Business, Global

Karen B. Frank

Executive Officer President, Consumer Products - Consumer Care Business, Americas and EMEA



Direction of the Kao Group

• Determine a specific growth trajectory without changing the management policy set in K25.

Kao Group Mid-term Plan 2027 "K27"

Vision Saving future lives

[K27 Basic Policy]

- 1. Become an essential company in a sustainable world
- 2. Transform to build robust business through investment
- 3. Maximize the power and potential of employees

Introduce ROIC company-wide, decisively implement structural reforms and aim to be a company that sustains "Global Sharp Top*" businesses.

*Global Sharp Top: Contribute as global No.1 with leading-edge brands and solutions that address the critical needs of customers.

Kac



K27 Roadmap

2023	2024	2025	2026	2027			
	STEP 3 Growth strateg	STEP 3 Growth strategy 2: A new co-creation businesses with partner companies					
	 Conduct co-creation with the No. 1 companies in the target segments Build new playing fields in new business areas 						
STEP Grow		al expansion of growth	n driver areas				
	 Skin Care Business: Make skin protection* a Global Sharp Top business Cosmetics Business: Ramp up global rollouts of <i>Curél</i>, <i>SENSAI</i> and <i>MOLTON BROWN</i> Chemical Business: Expand the business by helping to resolve social issues 						

STEP 1 Structural reforms (Stronger competitiveness for mainstay businesses)

- 1. Conduct a drastic strategic review and reorganization of inefficient businesses
- 2. Promote structural reform of human capital
- 3. Reform of earning power



Global Expansion in Growth Driver Areas -Cosmetics Business-• Ramp up global rollouts of *Curél*, *SENSAI* and *MOLTON BROWN*

Build a foundation for global competition	Accelerate brand growth strategy through aggressive investment	Ramp up efforts and establish a full-fledged global business
Foundation Building	Global Business Expansion	Toward the Global Sharp Top
 Establish operations of an organization that can compete globally 	 Establish regional portfolio strategies (Japan, Europe, Asia) 	 Achieve No. 1 brand and category positions
 Global rollout of Curél, SENSAI and MOLTON BROWN (1st Runners) 	 Make strategic investments in key brands 	 Ramp up global rollout of 2nd Runners
 Establish structure of G11 and R8 brand lineups 	Strengthen G11 brand portfolio	 Build infrastructure to support global business

FY25





FY21

Global Expansion in Growth Driver Areas -Skin care business-

Aim to be the Global Sharp Top in skin protection*

Establish Business Foundation in Japan	Establish Business Foundation in the Americas and Europe	Toward the Global Sharp Top
 UV care business foundation Establish the foundation to be No. 1 in Japan Prepare for global rollout of technology platform Even, long-lasting coating with feels good on the skin Diverse formulations to meet customer needs Response to laws and regulations in each region Acquisition of global intellectual property rights 	 UV care and self-tanning Expand brand portfolio through M&A Expand business portfolio Global rollout of self-tanning business Create business foundation in the Americas and Europe 	 Total skin protection Establish three skin protection businesses Tangible UV care Self-tanning full variation Protection from environment-related risks (Infrared radiation, infections, allergens)

* Skin protection: Technologies that protect the skin from environment-related risks, fall into three categories: UV care, self-tanning and protection from environment-related risks.

FY24

FY27



As is International marketing

Perspective: Activities that branch outwards from Japan in the center



Put Japan first while bringing businesses and services to the world.

To be Global marketing

Perspective: Activities that position the whole globe as a market



Look at all markets worldwide, define priority customers, and act to suit each location.



Kirei–Making Life Beautiful