



Global Sharp Top Strategy

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

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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.

| 2023 | 2024 | 2025 | 2026 | 2027 |
|------|------|------|------|------|
|------|------|------|------|------|

STEP 3

Growth strategy 2: A new co-creation businesses with partner companies

1. Conduct co-creation with the No. 1 companies in the target segments
2. Build new playing fields in new business areas

STEP 2

Growth strategy 1: Global expansion of growth driver areas

1. Skin Care Business: Make skin protection* a Global Sharp Top business
2. Cosmetics Business: Ramp up global rollouts of *Curél*, *SENSAI* and *MOLTON BROWN*
3. Chemical Business: Expand the business by helping to resolve social issues

STEP 1

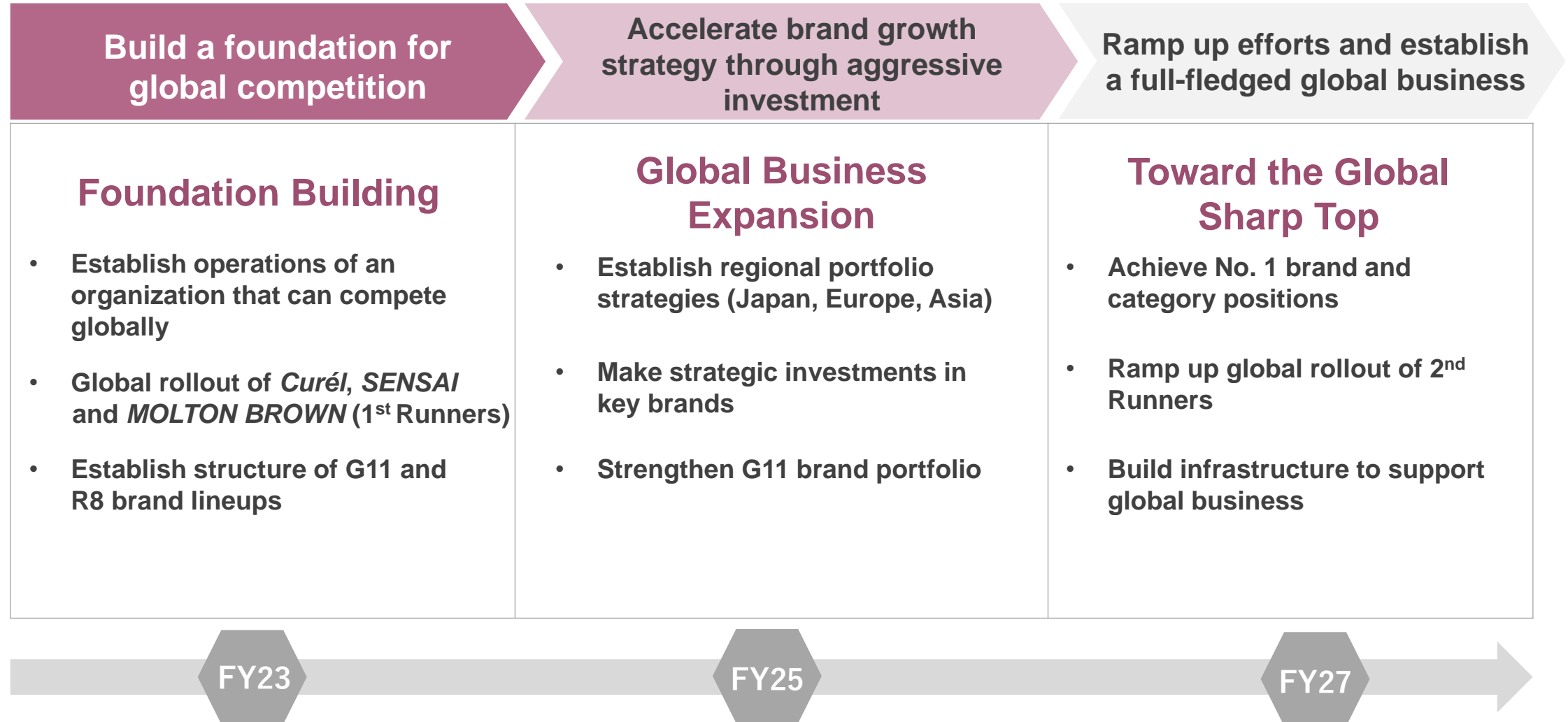
Structural reforms (Stronger competitiveness for mainstay businesses)

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

* 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.

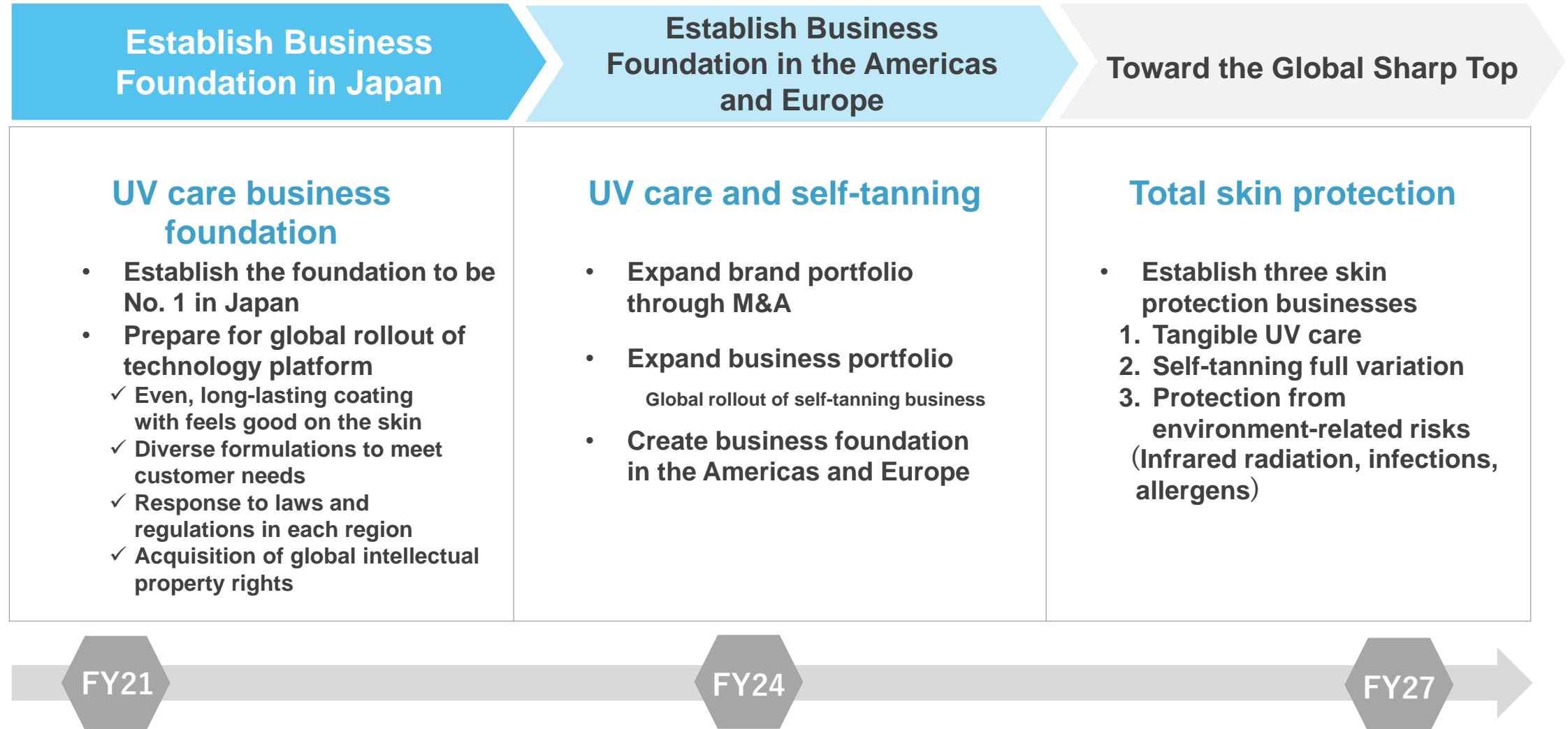
Global Expansion in Growth Driver Areas -Cosmetics Business-

- Ramp up global rollouts of *Curél*, *SENSAI* and *MOLTON BROWN*



Global Expansion in Growth Driver Areas -Skin care business-

- Aim to be the Global Sharp Top in skin protection*



* 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.

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.

Kao

Kirei—Making Life Beautiful

