

The 116th Annual General Meeting of Shareholders

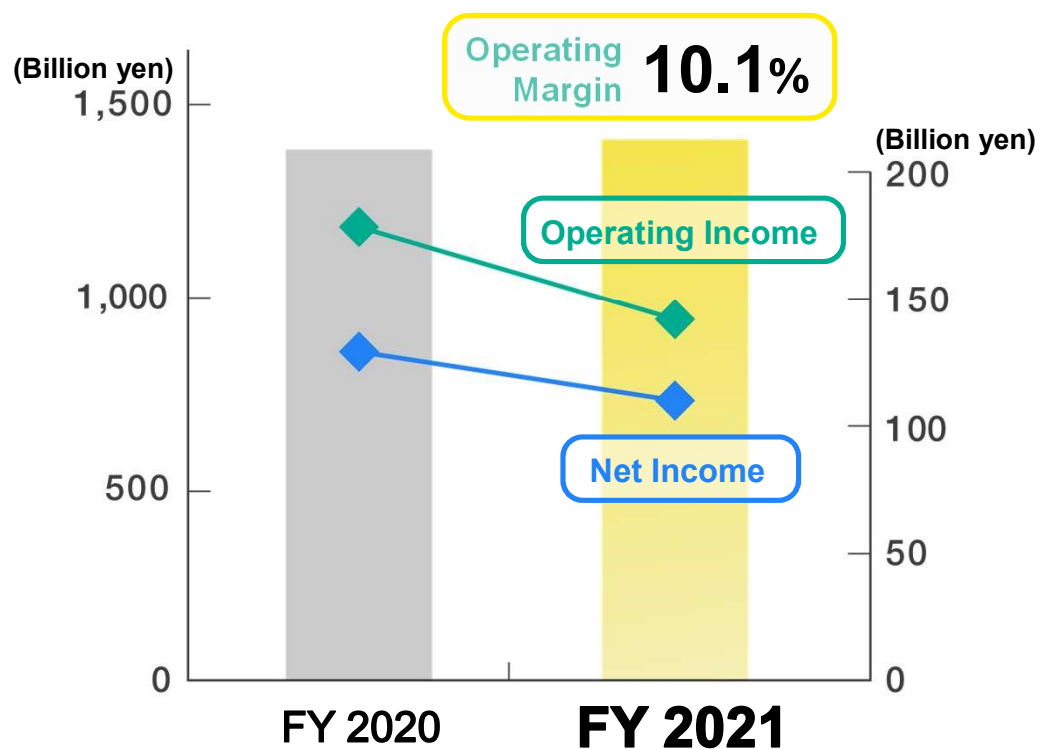
Business Report



Review of Operations

The title 'Review of Operations' is centered on the slide in a large, bold, black sans-serif font. Below the title, there are several horizontal lines in shades of teal and light blue that span the width of the slide.

Consolidated Sales and Profits



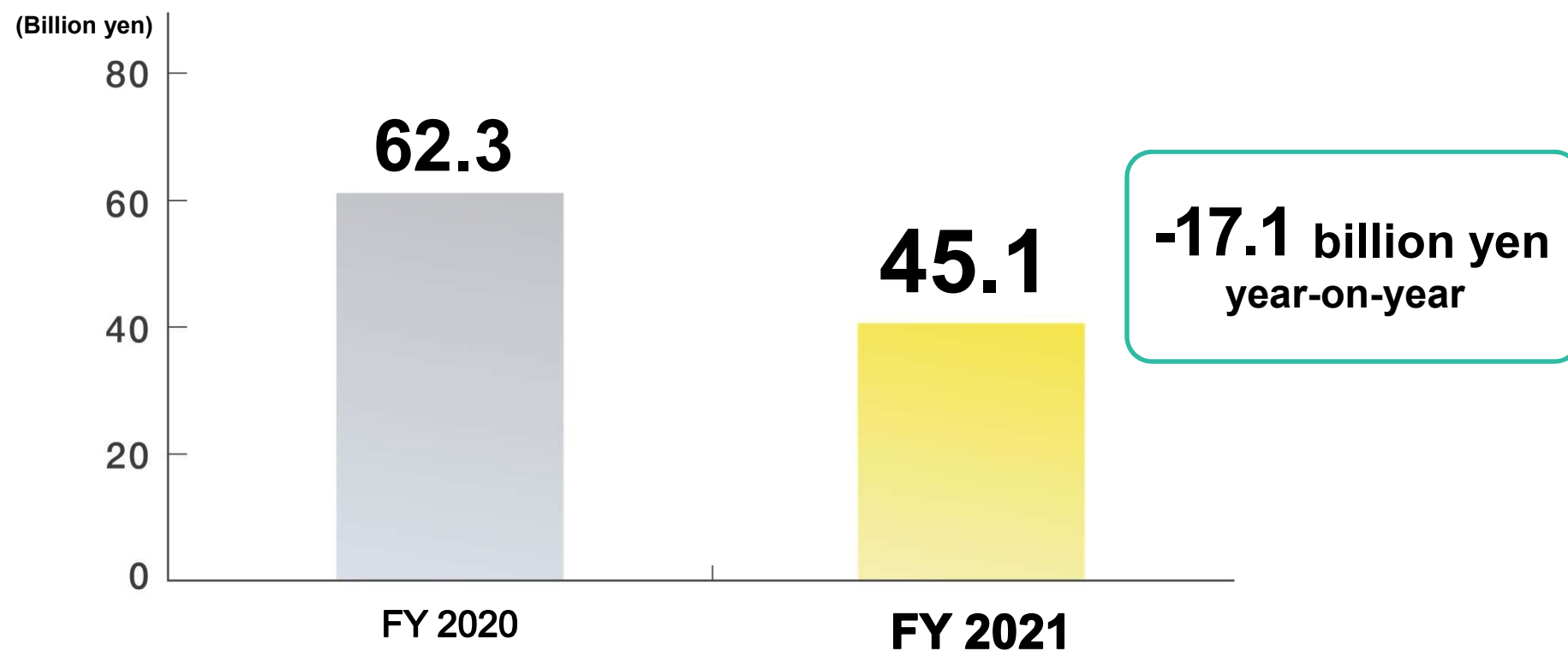
Net Sales **1,418.8** billion yen **+2.7%** year-on-year
+0.3% like-for-like

Operating Income **143.5** billion yen **-32.1** billion yen year-on-year

Net Income **111.4** billion yen **-16.7** billion yen year-on-year

Basic Earnings Per Share **230.59** yen **-31.70** yen year-on-year

EVA (Economic Value Added)



*EVA is a registered trademark of Stern Stewart & Co

Consolidate Results by Segment

Hygiene and Living Care Business

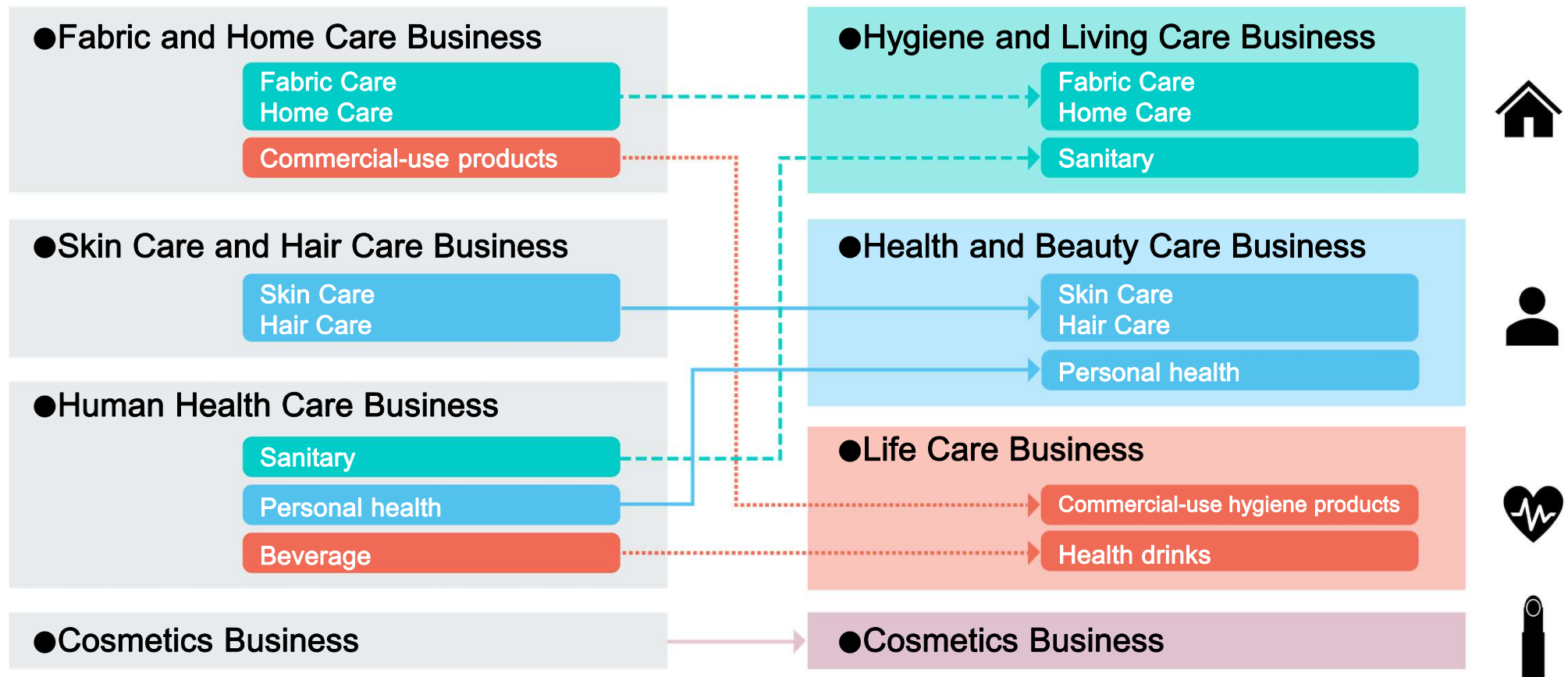
Health and Beauty Care Business

Life Care Business

Cosmetics Business

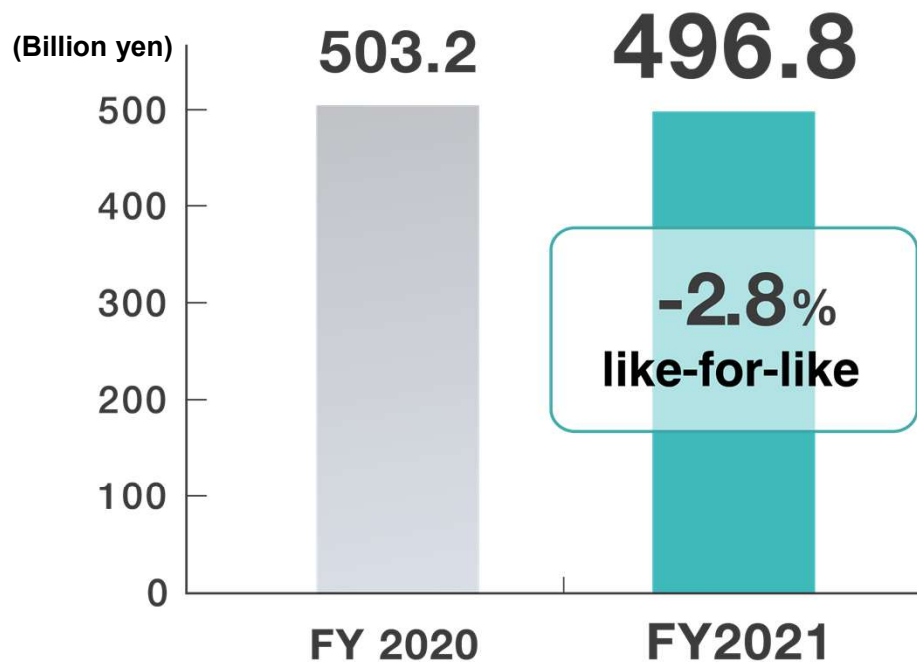
Chemical Business

Changes in Business Segment (As of January 2021)

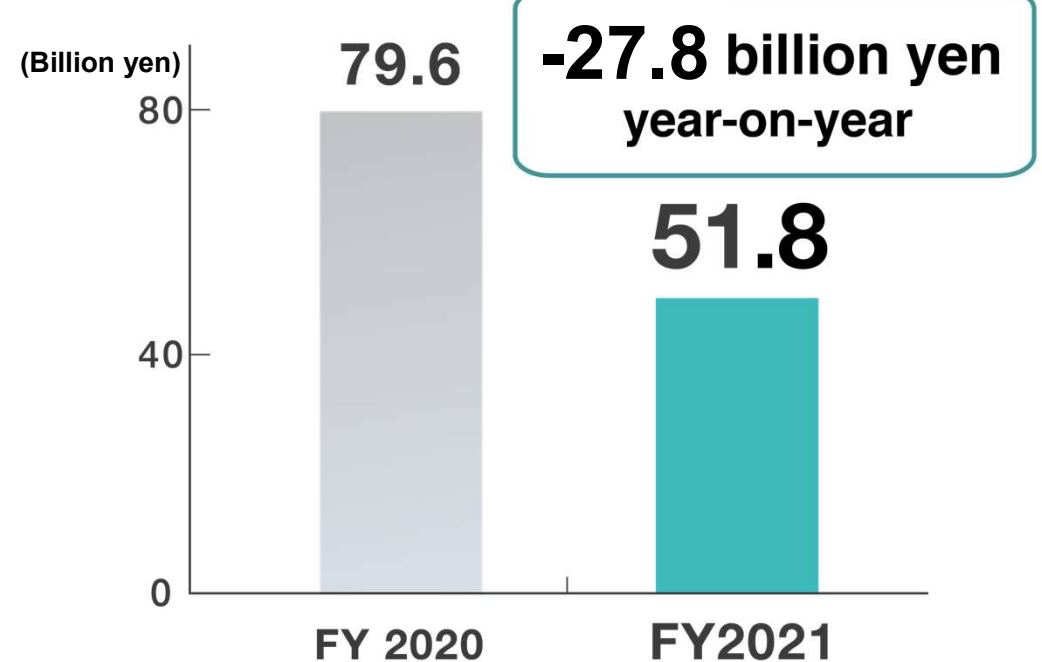


Hygiene and Living Care Business

Net Sales



Operating Income



Hygiene and Living Care Business

Fabric care/Home care

Attack ZERO



Bath Magiclean Airjet



Magiclean



Hygiene and Living Care Business

Sanitary

*Laurier Super Slimguard
(China)*



*Laurier Happy Skin
(Japan)*



*Merries First Premium
(Japan)*

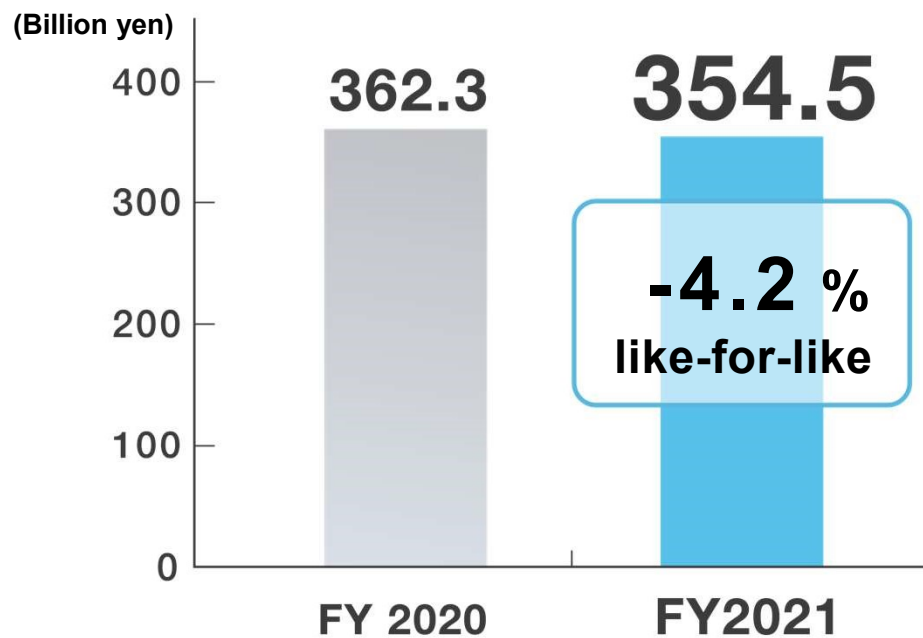


*Merries Skin Protection
(Indonesia)*

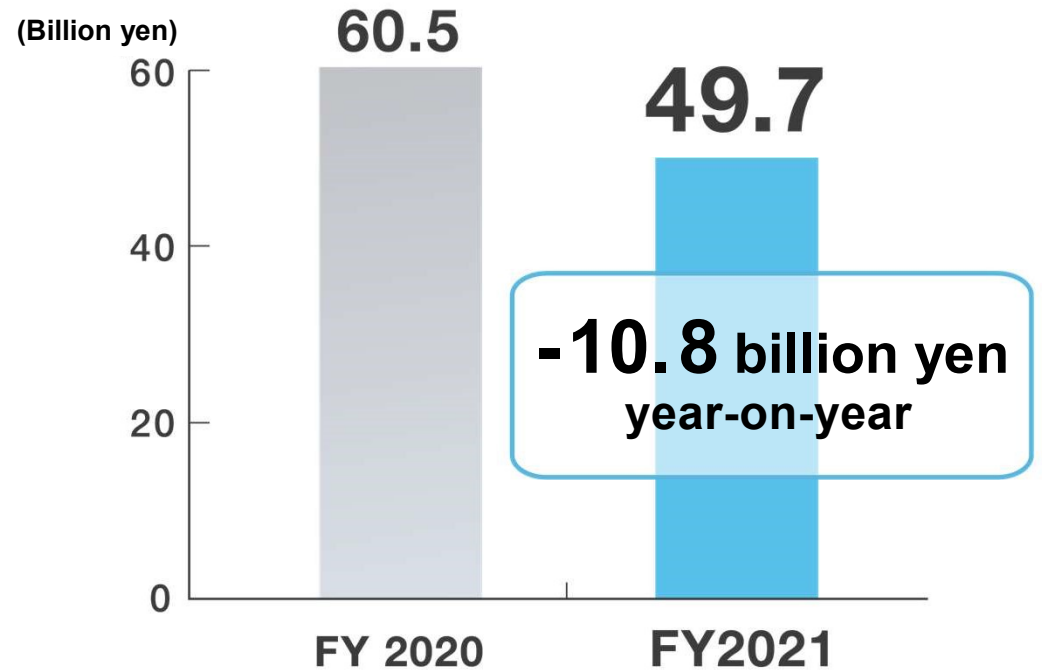


Health and Beauty Care Business

Net Sales



Operating Income



Health and Beauty Care Business

Skin care

Bioré GUARD
foam type sanitizer



Bioré the Hand



Bioré Ice Cold Body Sheets



Health and Beauty Care Business

Hair care

Liese foam type hair color



Merit The Mild foam type shampoo



ORIBE



Health and Beauty Care Business

Personal health

*Bub
bath additives*



*MegRhythm
thermo pads*

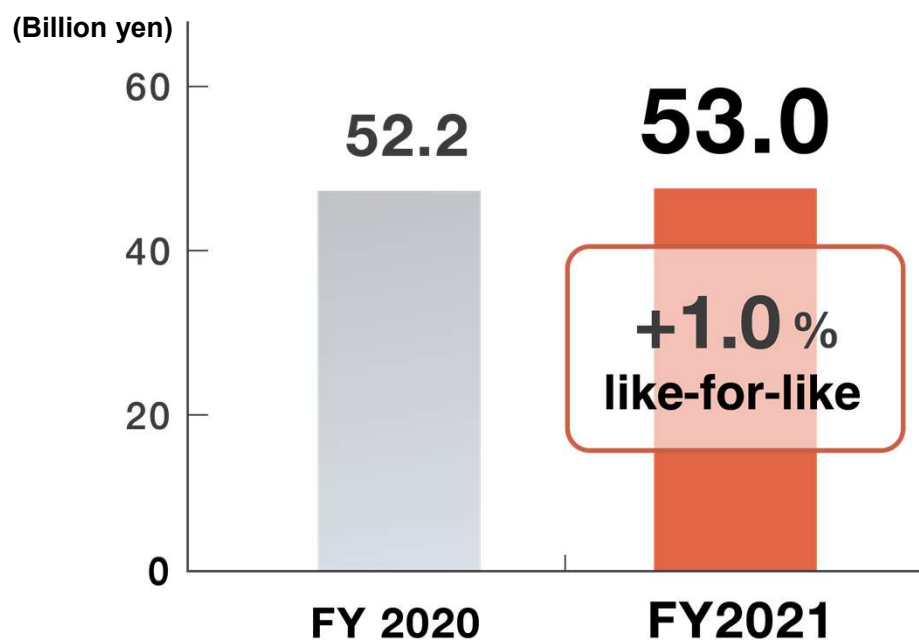


*Clearclean NEXDENT
toothpaste*

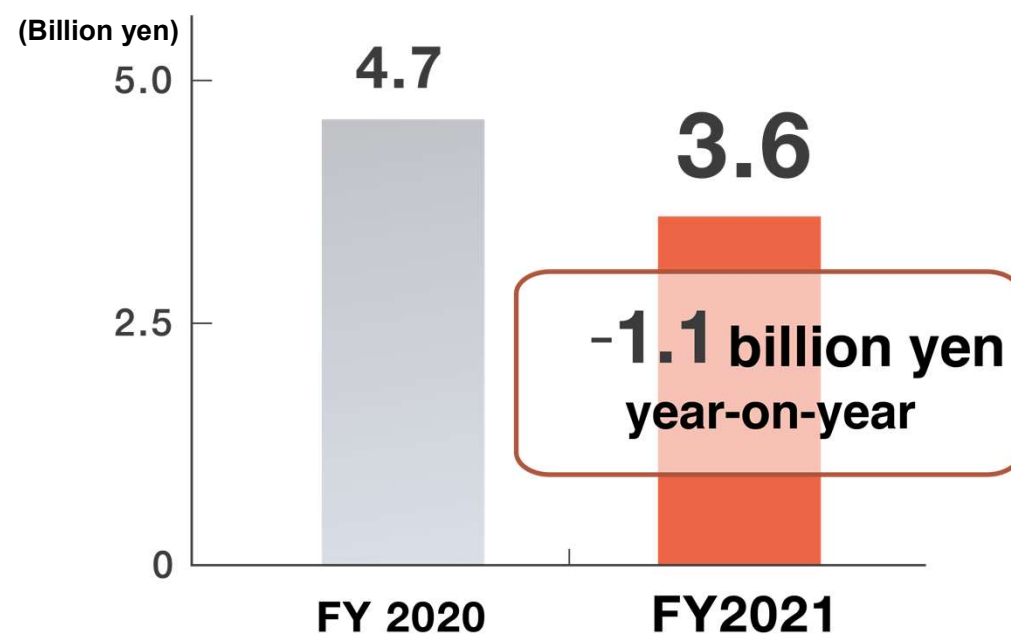


Life Care Business

Net Sales



Operating Income



Life Care Business

Commercial-use hygiene products/Health drinks

Hand Skish



Commercial-use hygiene products

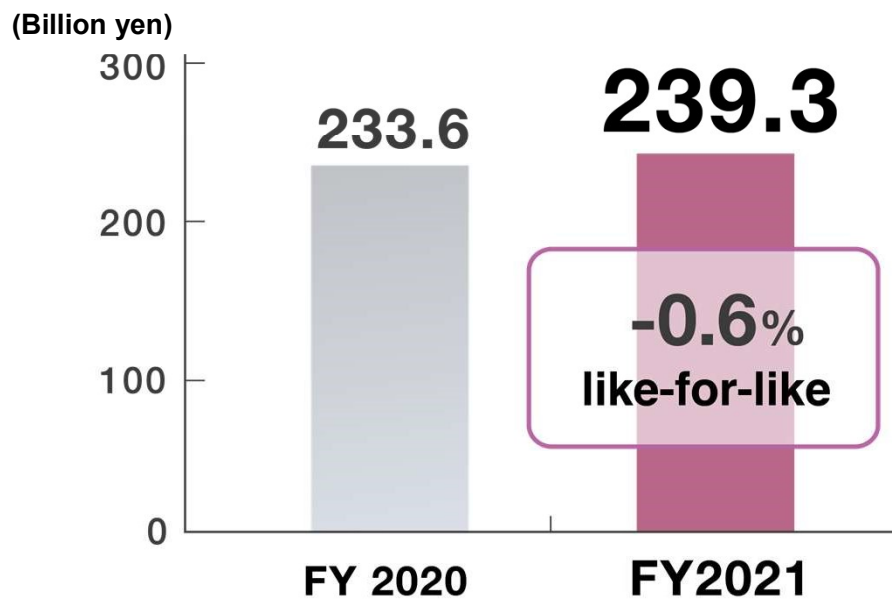


Healthya

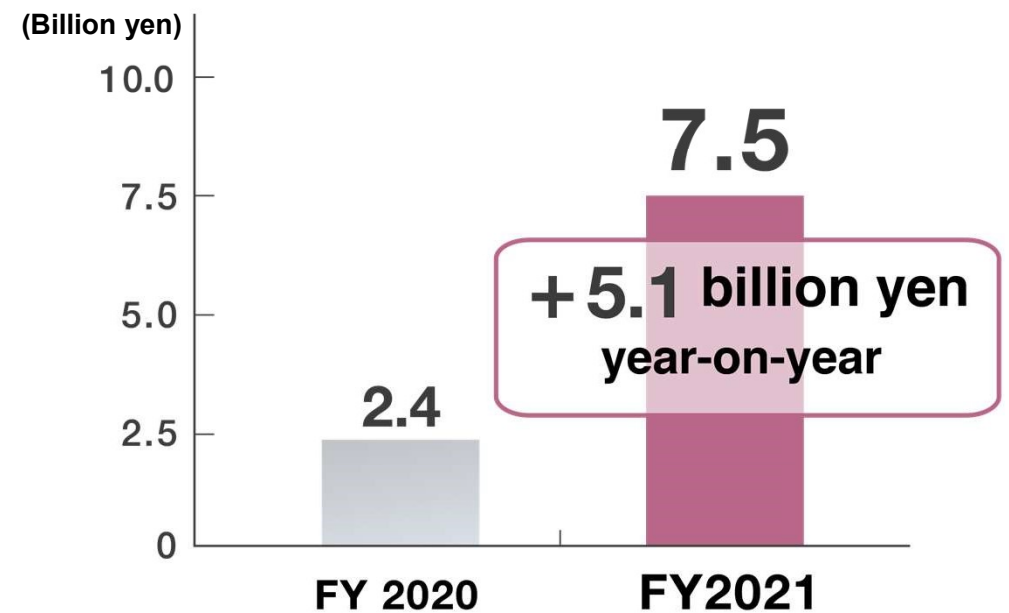


Cosmetics Business

Net Sales



Operating Income



Cosmetics Business

KATE LIP MONSTER



freeplus



Curél



Cosmetics Business

Molton Brown



SENSAI



SENSAL E-Boutique Experience



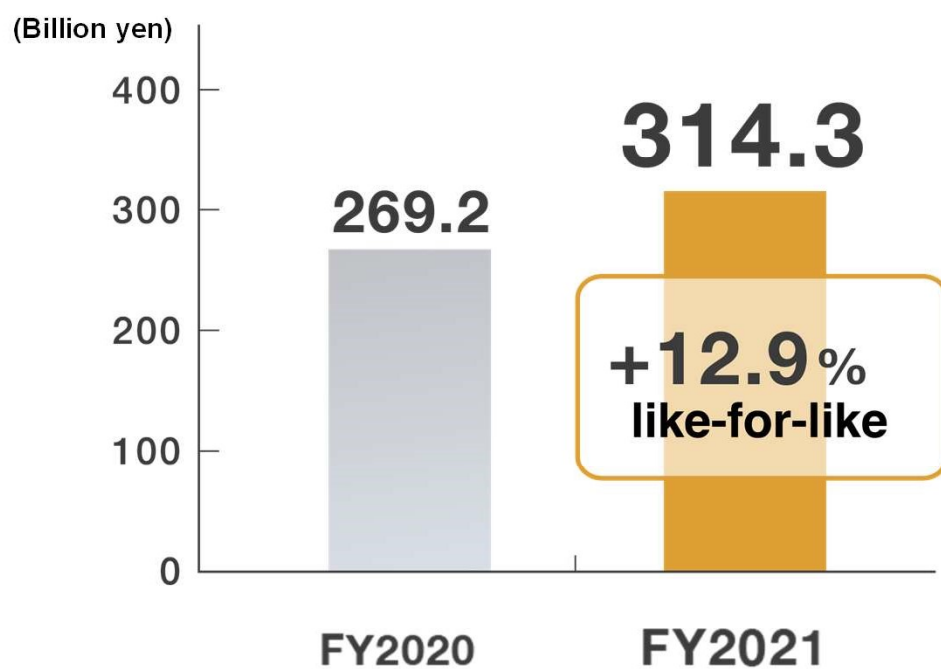
Get exclusive gift boxing
Buy one order of 1000 yen or more.

Complimentary samples
Receive complimentary samples with each order (subject to availability).

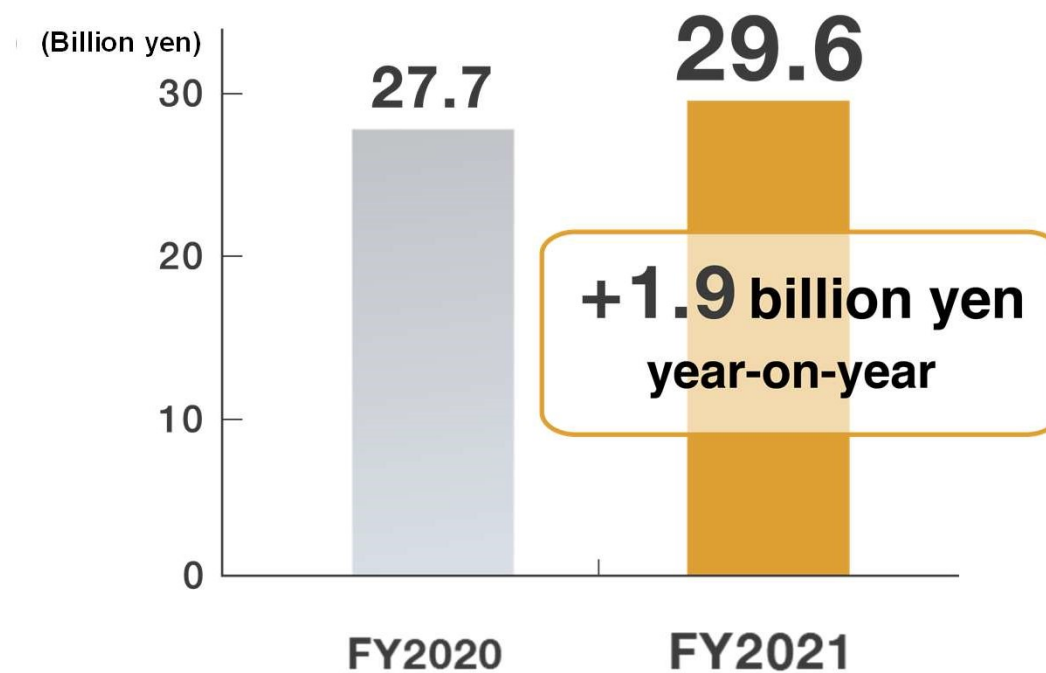
Free delivery
Free delivery for orders over 10,000 yen.

Chemical Business

Net Sales



Operating Income



Chemical Business

Fat and oil derivative products for disinfection and cleaning



Products developed from ESG perspectives



Before construction



After construction

Iwata-city, Shizuoka prefecture became the first local government in Japan to use Kao's highly durable asphalt modifier made from recycled PET waste.



Agricultural chemicals that enable food production to increase while preserving the environment.

Kao

Kirei—Making Life Beautiful

