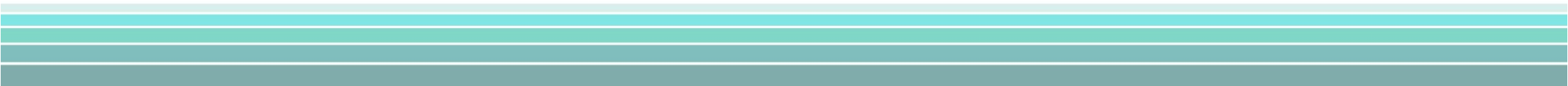


The 117th Annual General Meeting of Shareholders

Business Report





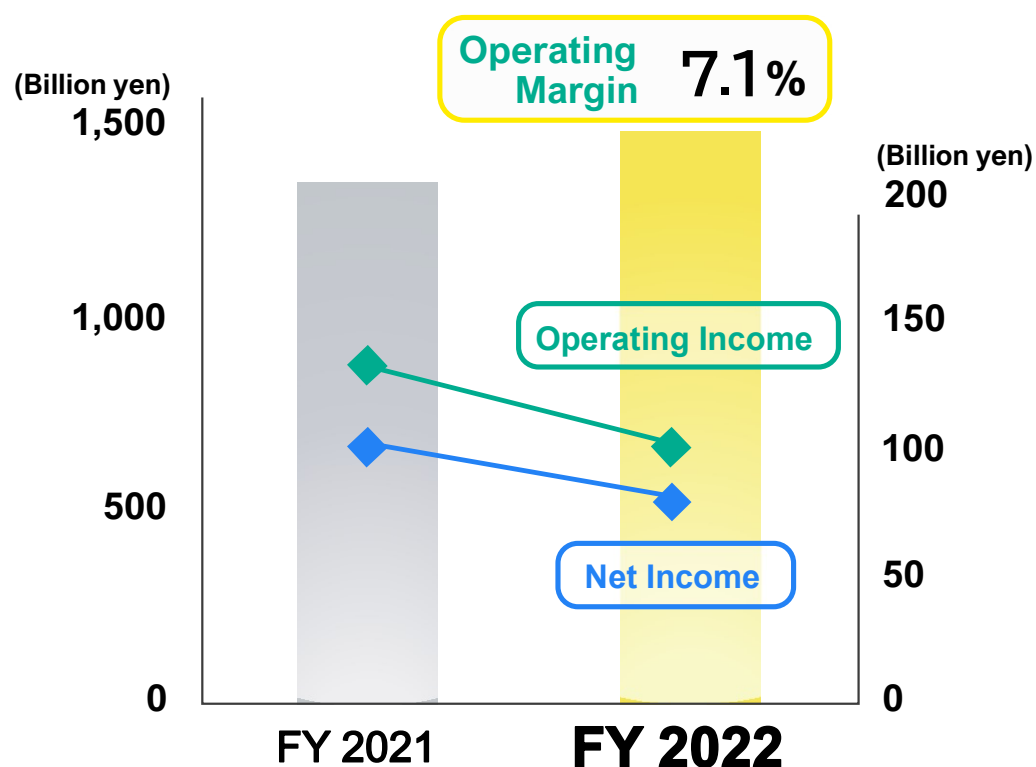
The Covid-19 has a major impact on society, economy, and people's lives around the world.



Review of Operations

At the bottom of the slide, there are several horizontal lines in shades of teal and grey, mirroring the design at the top.

Consolidated Sales and Profits



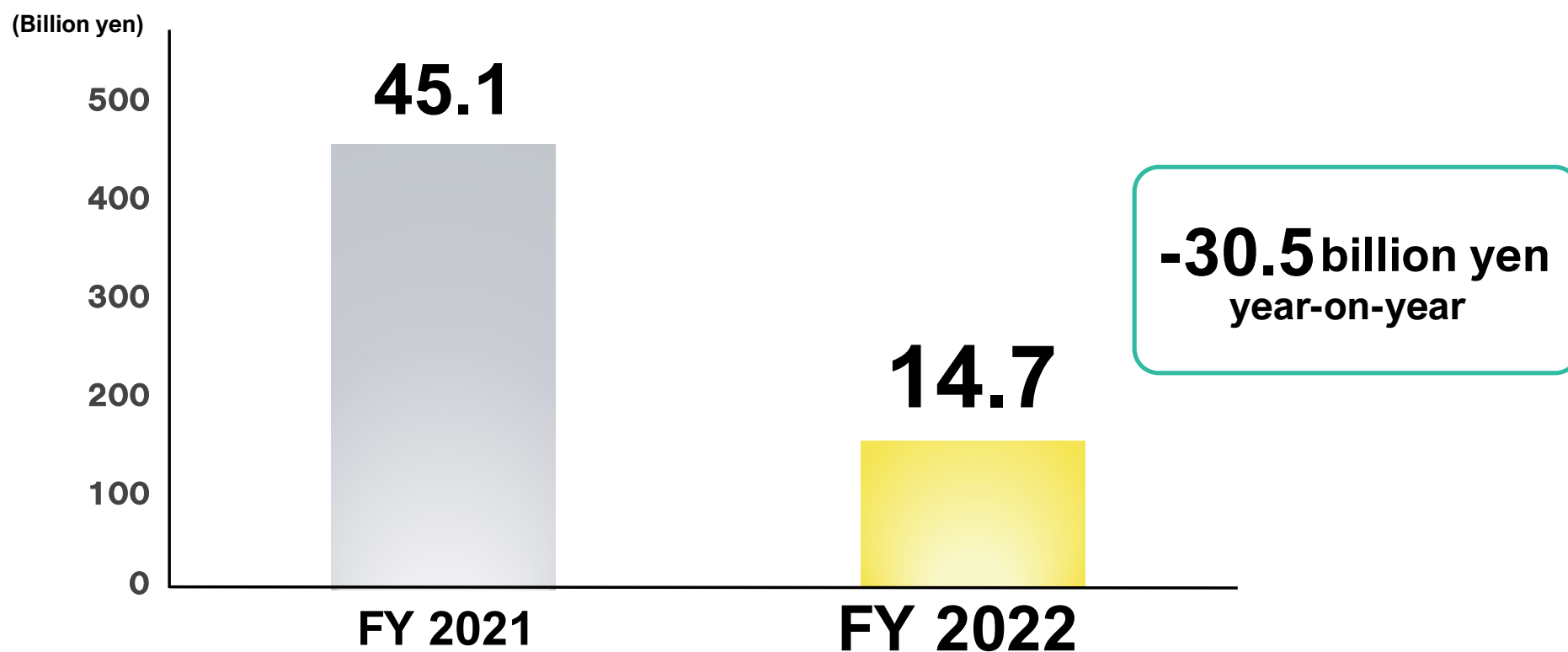
Net Sales **1,551.1** billion yen **+9.3%** year-on-year
+3.7% like-for-like

Operating Income **110.1** billion yen **-33.4** billion yen year-on-year

Net Income **87.7** billion yen **-23.7** billion yen year-on-year

Basic Earnings Per Share **183.28** yen **-47.31** yen year-on-year

EVA (Economic Value Added)



Consolidate Results by Segment

Hygiene and Living Care Business

Health and Beauty Care Business

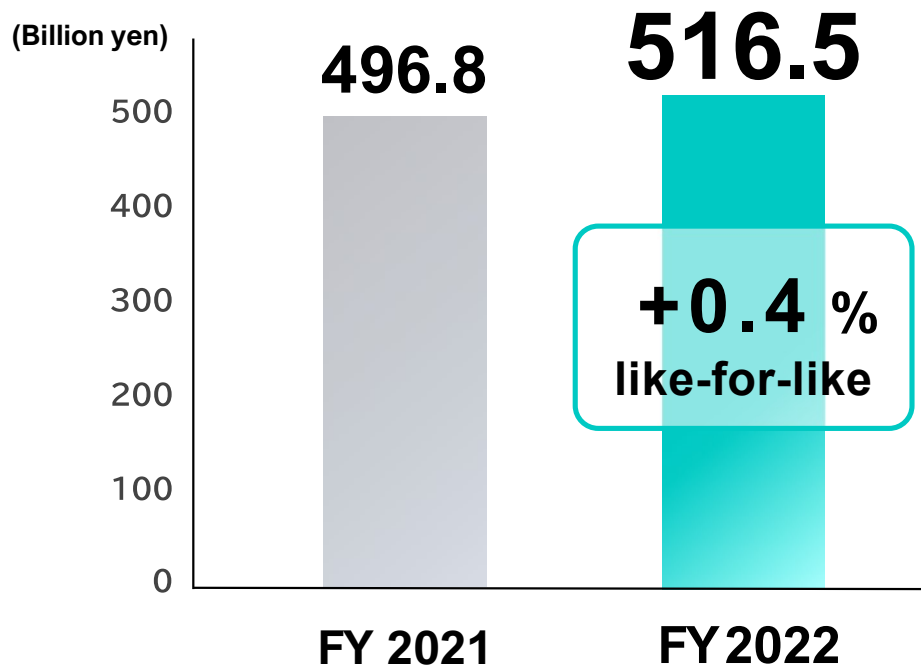
Life Care Business

Cosmetics Business

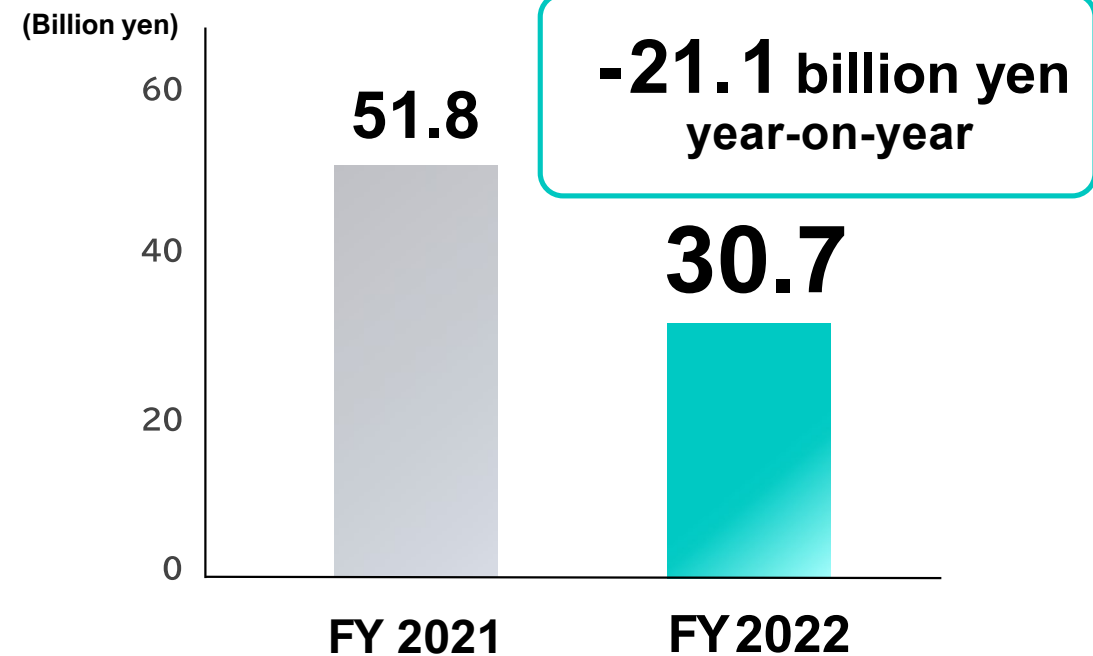
Chemical Business

Hygiene and Living Care Business

Net Sales



Operating Income



Hygiene and Living Care Business



Attack ZERO laundry detergent



Hygiene and Living Care Business



CuCute dishwashing detergent



Kitchen Magiclean Foam Jet kitchen cleaner



Hygiene and Living Care Business

Merries baby diapers
(Indonesia)



(Indonesia)



Laurier sanitary napkins

(Japan)

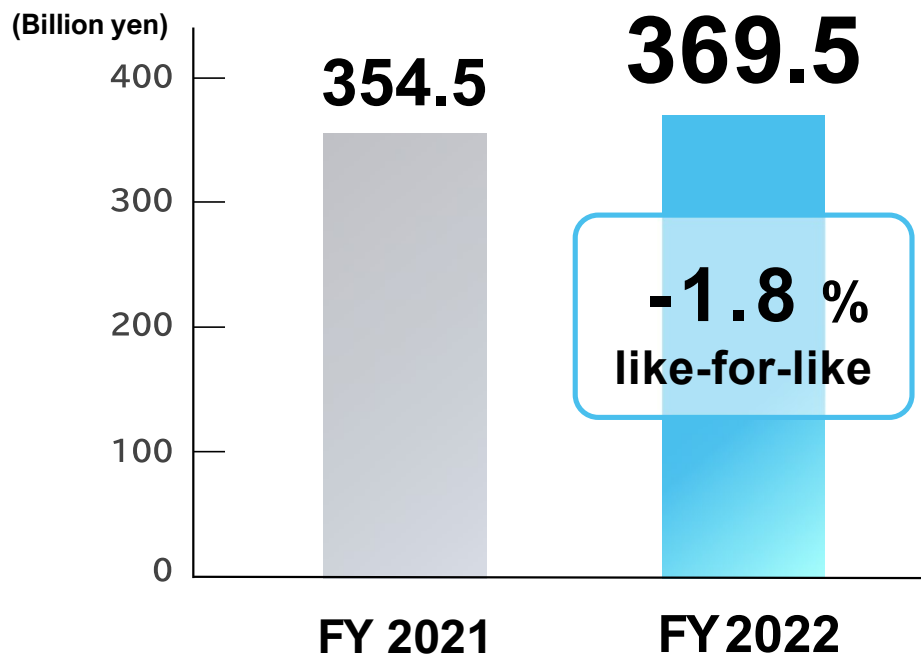


(China)

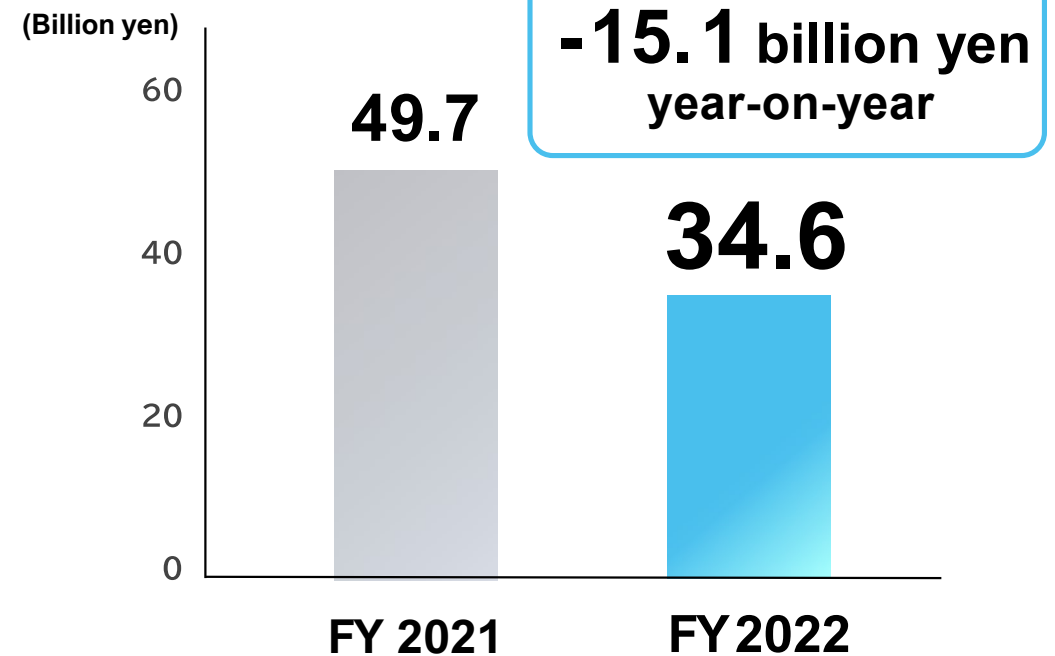


Health and Beauty Care Business

Net Sales



Operating Income



Health and Beauty Care Business



Bioré UV Aqua rich
Bioré UV Protect lotion
(Japan)



Nikkei Excellent
Products and Services
Awards 2022



Bioré GUARD Mos Block Serum
(Thailand)



Health and Beauty Care Business

ORIBE
(USA)

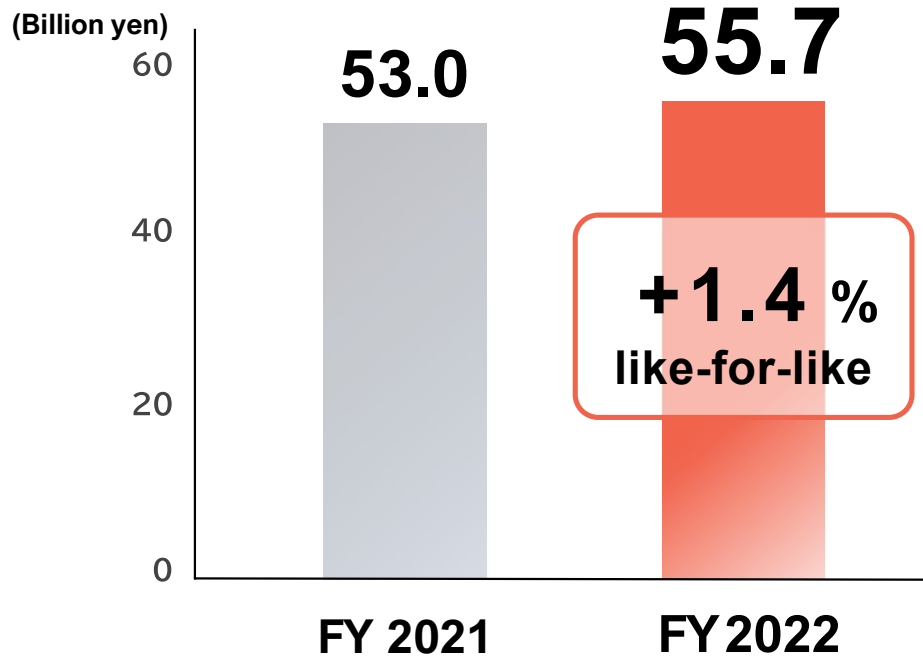


MegRhythm thermo pads
(Japan)

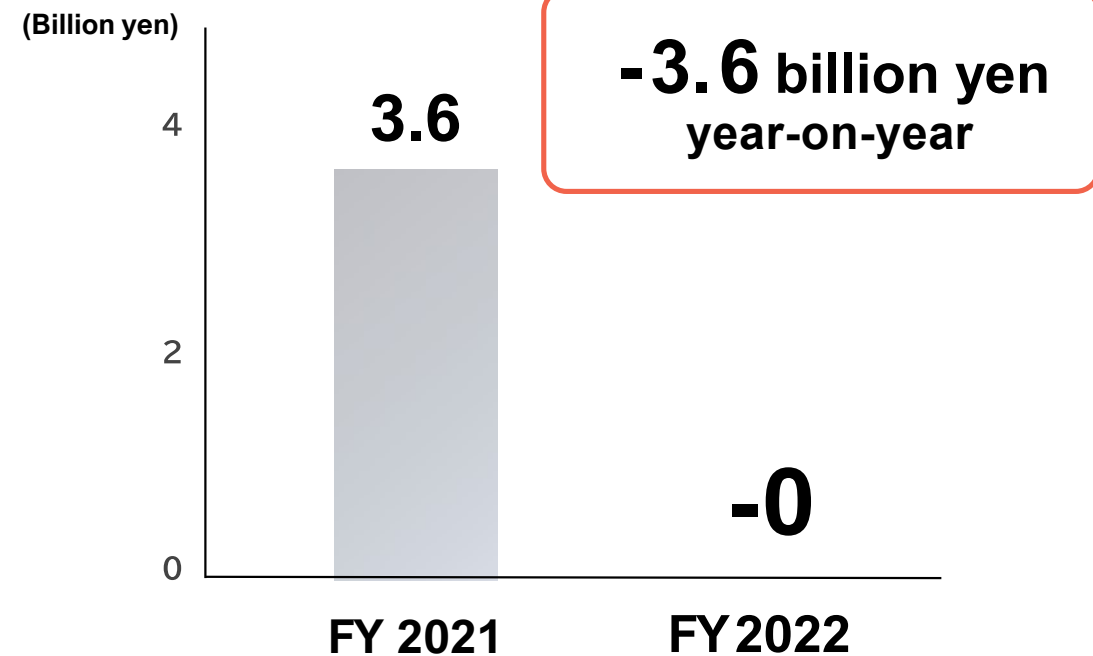


Life Care Business

Net Sales



Operating Income



Life Care Business



Commercial-use hygiene products



Life Care Business

Increase the number of loyal users from SNS

つづけられる研究所 my ヘルシア

脱！三日坊主研究

つづけることは簡単ではありません。
ランニング。筋トレ。ヘルシーな食事。
健康のための習慣が大切なのは、もちろん分かっている。
分かっているけどつづかない・・・
そんなあなたに寄り添ってつづけるための方法を
一緒に探す「脱！三日坊主研究」をはじめます。
あなたの「つづかない」話を聞かせてください。
つづけられる健康習慣をヘルシアがあなたと一緒に考えます。
つづける。それは、未来をつくる。

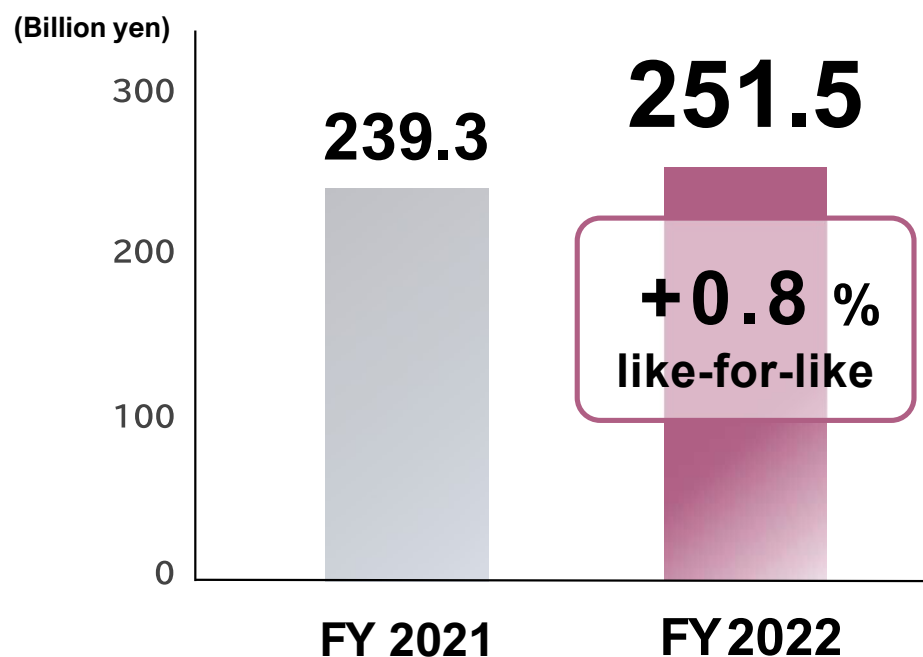


Healthya health drinks
(Japan)

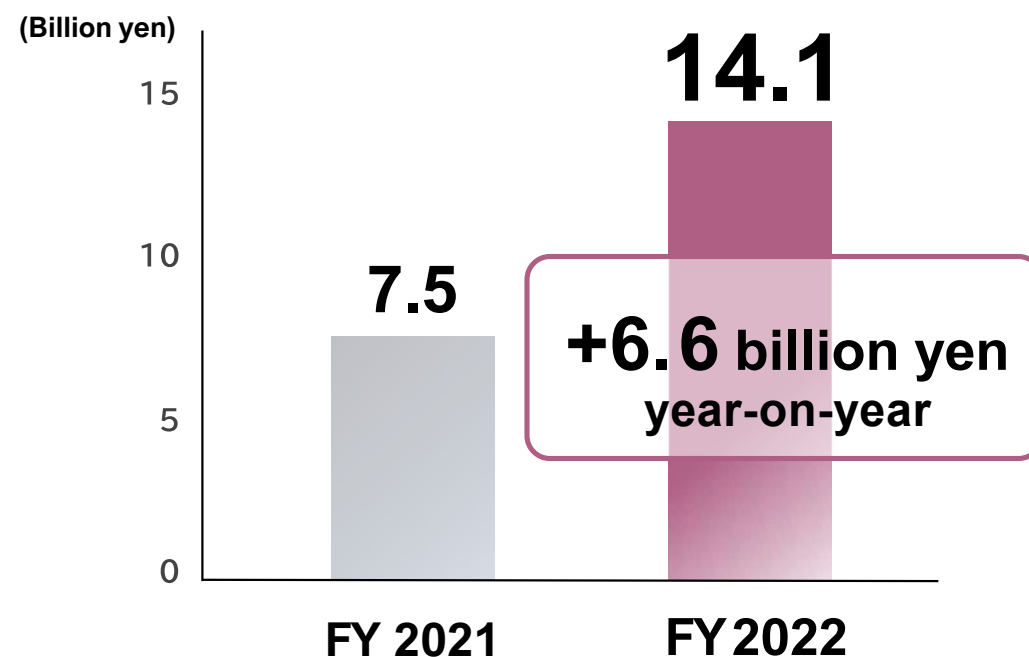


Cosmetics Business

Net Sales



Operating Income



Cosmetics Business



Concentrated investment in G11 brands

Kao
Beauty
Brands

SENSAI

KANEBO

SUQQU

est

R M K

MOLTON
BROWN
LONDON

ath
le
tis

freedus

KATE
TOKYO

Curél

SOFINA
ip

Cosmetics Business

KATE LIP MONSTER



Community site
Kao Beauty Brands Play Park



Cosmetics Business

Curél
(China)



Molton Brown

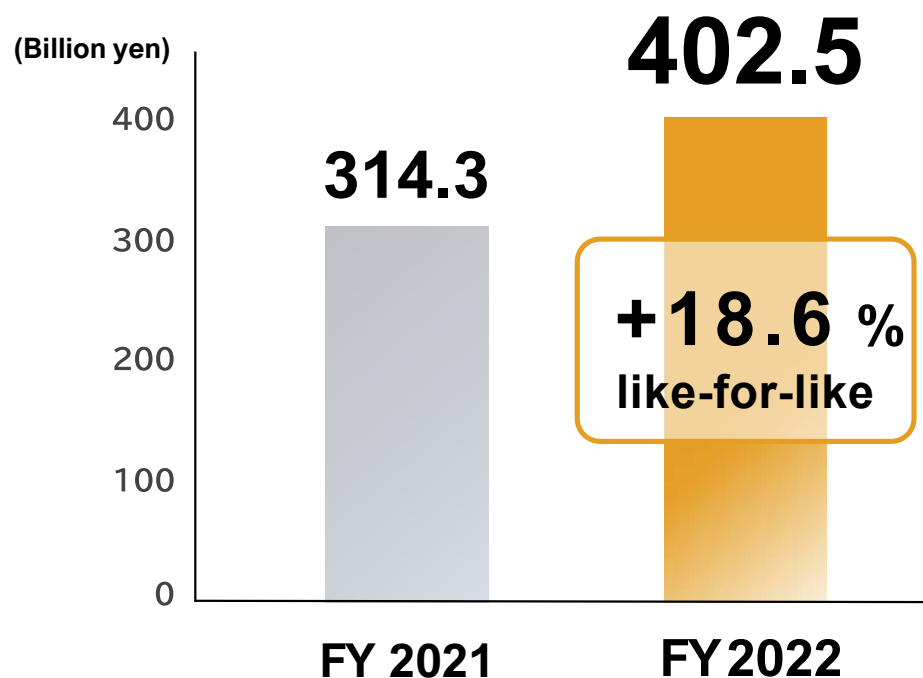


SENSAI

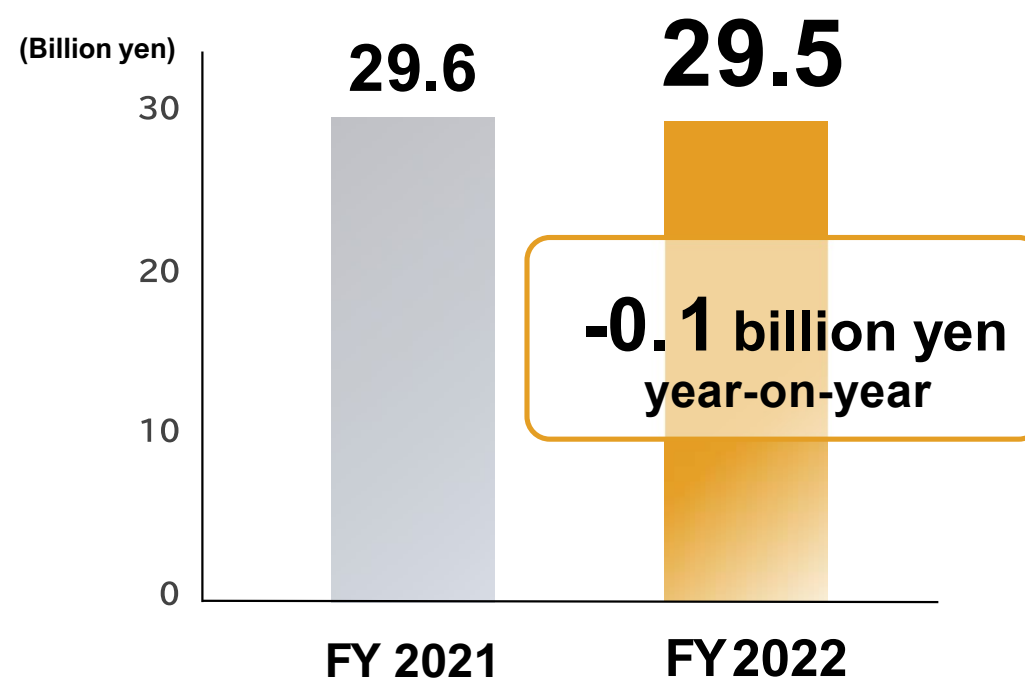


Chemical Business

Net Sales



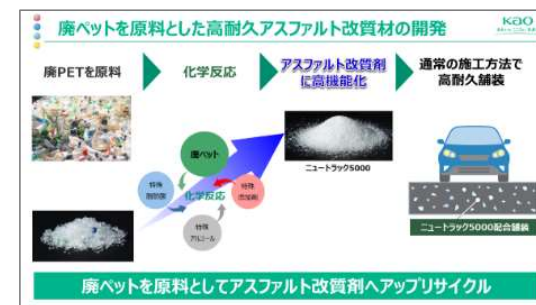
Operating Income



Chemical Business

Highly durable asphalt modifier
made from waste PET
NEWTLAC 5000

Japan Resilience Award 2022



Adjuvant for aerial spraying
using drones
KAO ADJUVANT A-200



Kao

Kirei—Making Life Beautiful



Chemical Business



First PR advertisement for the chemical business



Adjuvant for aerial spraying
using drones
KAO ADJUVANT A-200

