

(Note: This is a translation of summary of the Japanese-Language Extraordinary Report. This is for reference only.)

## Extraordinary Report

### 1. Reason for Filing the Extraordinary Report

As the following matter was resolved at the Extraordinary General Meeting of Shareholders of Kao Corporation (the “Company”) held on April 30, 2026 (the “EGM”), the Company hereby files this Extraordinary Report pursuant to Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Ordinance on Disclosure of Corporate Affairs.

### 2. Matters reported

(1) Date when the EGM was held: April 30, 2026

(2) A Matter Resolved

PROPOSAL : To appoint independent investigators to examine the Company’s business and financial condition as provided for in Article 316, Paragraph 2 of the Companies Act, including potential failures of risk management, internal controls and board oversight relating to material issues in the Company’s palm oil and paper / pulp supply chains

This is a shareholder proposal requesting that Mr. Maekawa, Mr. Kusuda and Mr. Carr-Howard be appointed as the investigators to examine the Company’s business and financial condition as stipulated in Article 316, Paragraph 2 of the Companies Act.

(3) Number of voting rights concerning the indication of “for”, “against” or “abstain” for the proposal, Requirement for approving the proposal, and voting result

The total number of the voting rights including those of the attendees: 3,795,096

A Matter Resolved	For (Number of votes)	Against (Number of votes)	Abstain (Number of votes)	Approval Requirement	Result (Ratio of affirmative votes)
Proposal	1,149,872	2,623,065	18,290	*	Rejected (30.30%)

The approval requirement for the proposal is as follows:

\* The resolution shall be adopted by an affirmative vote of a majority of the votes of the shareholders present with exercisable voting rights.

(4) Reason why a portion of the voting rights exercised by the shareholders present at the EGM was not added to the number of voting rights

As the sum of the voting rights exercised up to the day prior to the EGM through the voting rights exercise form and by electronic means, along with the voting rights from shareholders present at the EGM whose intentions regarding “for”, “against” or “abstain” for the agenda item were confirmed, clarified whether the resolution was rejected, the portion of the voting rights concerning the confirmation of “for”, “against” or “abstain” from some shareholders present at the EGM was not included.