



Changes of Representative Directors, Directors and Audit & Supervisory Board Members

February 4, 2019

Kao Corporation (the “Company”– *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Representative Directors, Directors and Audit & Supervisory Board Members as described below, at the meeting of the Board of Directors held on the date hereof.

The Company has been implementing initiatives to enhance corporate governance, and will increase the number of independent outside directors by one (1) in order to increase diversity of the Board of Directors, make decisions based on more fruitful discussions, and further strengthen the supervisory functions (out of the eight (8) directors, four (4) of them will be outside directors including one (1) female).

These changes will be officially decided by relevant resolutions at the Company’s Annual General Meeting of Shareholders, which is scheduled to be held on March 26, 2019, the meeting of the Board of Directors and the Audit & Supervisory Board to follow immediately thereafter.

1. Representative Director to be newly nominated

Representative Director, Senior Managing Executive Officer

Name	Current Position(s) as of February 4, 2019
Yoshihiro Hasebe	Director, Senior Managing Executive Officer; Senior Vice President, Research and Development, Global; Senior Vice President, Strategic Innovative Technology, Global; Responsible for Compliance

2. Directors to be newly nominated

(1) Director, Managing Executive Officer

Name	Current Position(s) as of February 4, 2019
Tomoharu Matsuda	Managing Executive Officer; Senior Vice President, Consumer Products, Global; Responsible for Skin Care and Hair Care Business; Responsible for Human Health Care Business; Responsible for Fabric and Home Care Business; Chairman of the Board, Oribe Hair Care, LLC

(2) Outside Directors

Name	Current Position(s) as of February 4, 2019
Nobuhide Hayashi	Chairman, Mizuho Bank, Ltd.
Chiaki Mukai	Vice President, Tokyo University of Science Astronaut, M.D., Ph.D. Corporate Executive Fellow, Kao Corporation

3. Directors to retire

Name	Current Position(s) as of February 4, 2019
Katsuhiko Yoshida*	Representative Director, Senior Managing Executive Officer; President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.
Masayuki Oku	Ourside Director

4. Audit & Supervisory Board Member to be newly nominated

Full-time Audit & Supervisory Board Member

Name	Current Position(s) as of February 4, 2019
Hideko Aoki*	Managing Executive Officer; Responsible for Special Missions

5. Audit & Supervisory Board Member to retire

Name	Current Position(s) as of February 4, 2019
Toshiharu Numata	Full-time Audit & Supervisory Board Member

*Mr. Katsuhiko Yoshida and Ms. Hideko Aoki will retire from Executive Officers on March 26, 2019.

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Board of Directors, Audit & Supervisory Board Members and Executive Officers

In accordance with those changes provided above, Board of Directors, Audit & Supervisory Board Members and Executive Officers of the Company will be as follows on March 26, 2019.

Board of Directors

Title	Name
Representative Director , President and CEO	Michitaka Sawada
Representative Director, Senior Managing Executive Officer	Toshiaki Takeuchi
Representative Director, Senior Managing Executive Officer	Yoshihiro Hasebe
Director, Managing Executive Officer	Tomoharu Matsuda
Outside Director	Sonosuke Kadonaga
Outside Director	Osamu Shinobe
Outside Director	Nobuhide Hayashi
Outside Director	Chiaki Mukai

Audit & Supervisory Board Members

Title	Name
Full-time Audit & Supervisory Board Member	Katsuya Fujii
Full-time Audit & Supervisory Board Member	Hideko Aoki
Outside Audit & Supervisory Board Member	Toraki Inoue
Outside Audit & Supervisory Board Member	Hideki Amano
Outside Audit & Supervisory Board Member	Nobuhiro Oka

Note:

The Company will report to the Tokyo Stock Exchange, Inc. that above four (4) Outside Directors and three (3) Outside Audit & Supervisory Board Members are Independent Outside Directors and Independent Outside Audit & Supervisory Board Members respectively. Also, Mr. Sonosuke Kadonaga is expected to continue to be the Chairman of the Board.

Executive Officers

Title	Name	Position(s)
President and CEO	Michitaka Sawada	Responsible for Human Capital Development
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Managing Executive Officer	Yoshihiro Hasebe	Senior Vice President, Research and Development, Global; Senior Vice President, Strategic Innovative Technology, Global; Responsible for Compliance
Managing Executive Officer	Masumi Natsusaka	Responsible for Special Missions
Managing Executive Officer	Yasushi Aoki	Representative Director, Chairman of the Board, Senior Executive Officer, Responsible for Special Missions, Kanebo Cosmetics Inc.
Managing Executive Officer	Tomoharu Matsuda	President, Consumer Products, Global; Responsible for Skin Care and Hair Care Business; Responsible for Human Health Care Business; Responsible for Fabric and Home Care Business ; Responsible for Kao Professional Services Co., Ltd.; Chairman of the Board, Oribe Hair Care, LLC
Managing Executive Officer	Shigeru Ueyama	Senior Vice President, Corporate Strategy, Global
Managing Executive Officer	Masakazu Negoro	Senior Vice President, Procurement, Global
Managing Executive Officer	Yasushi Wada	Senior Vice President, Product Quality Management, Global
Managing Executive Officer	Osamu Tabata	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Executive Officer	Hitoshi Hosokawa	Vice President, Research and Development - Skin Care Products Research, Global; Responsible for Research and Development - Global Beauty Care
Executive Officer	Hiroyuki Yamashita	Vice President, Supply Chain Management - Technology Development Center, Global

Executive Officer	Minoru Nakanishi	President, Consumer Products, Asia; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board and President, Kao Corporation Shanghai; Chairman of the Board and President, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board and President, Kao (Hefei) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.
Executive Officer	Akemi Ishiwata	Senior Vice President, Corporate Communications, Global
Executive Officer	Satoru Tanaka	President, Consumer Products, Americas and EMEA; Chairman of the Board, Kao USA Inc.; Chairman of the Board, Washing Systems, LLC
Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.
Executive Officer	Hideaki Kubo	Vice President, Research and Development, Global; Responsible for Research and Development - Core Technology
Executive Officer	Yoshihiro Murakami	Responsible for Cosmetics Business; Representative Director, President, Kanebo Cosmetics Inc.; Chairman of the Board, Molton Brown Limited
Executive Officer	Ryoichi Harada	Senior Vice President, Enterprise Information Solutions, Global; Vice President, Strategic Innovative Technology, Global
Executive Officer	Hiroaki Taki	Senior Vice President, Marketing Emergence, Global
Executive Officer	David J. Muenz	Senior Vice President, ESG, Global
Executive Officer	Akio Matsui	Senior Vice President, Human Capital Development, Global; President, Kao Group Corporate Pension Fund; Chairman of the Board, Kao America Inc.
Executive Officer	Hideichi Nitta	Vice President, Supply Chain Management - Demand and Supply Planning Center, Global

Executive Officer	Masahiro Katayose	President, Chemical Business, Global; Chairman of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairman of the Board, Pilipinas Kao, Inc.; Presidente, Kao Chemicals Europe, S.L.
Executive Officer	Shigeo Nakai	Vice President, Research and Development - Performance Chemicals Research, Global; Responsible for Research and Development - Environmental New Business
Executive Officer	Hideki Mamiya	Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Masaru Takeyasu	Senior Vice President, Legal and Compliance, Global

Corporate Executive Fellows

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *2	Takuji Yasukawa
Corporate Executive Fellow	Yuji Furui

Note:

*1: Individual treated as the same as the Company's Managing Executive Officer

*2: Individual treated as the same as the Company's Executive Officer

Personal Background and Career Summary

New Title: Representative Director
Senior Managing Executive Officer

Name: Yoshihiro Hasebe

Date of Birth: July 30, 1960

Place of Birth: Miyagi Prefecture, Japan

Number of the Company Shares Owned: 10,100 shares

Educational Background:

March 1990 Ph.D., Tokyo University of Science, Department of Industrial Chemistry,
Faculty of Engineering

Career Summary:

April 1990 Joined the Company
March 2014 Executive Officer
March 2015 Senior Vice President, Research and Development, Global (current)
January 2016 Managing Executive Officer
March 2016 Director, Managing Executive Officer
January 2018 Director, Senior Managing Executive Officer (current); and Responsible for
Corporate Functions, Global
April, 2018 Senior Vice President, Strategic Innovative Technology, Global (current)
January, 2019 Responsible for Compliance (current)