

Changes of Representative Directors and Audit & Supervisory Board Members

February 3, 2021

Kao Corporation (the “Company”– *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Representative Directors and Audit & Supervisory Board Members as of March 26, 2021 as described below, at the meeting of the Board of Directors held on the date hereof. 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, 2021, and the meetings of the Board of Directors and the Audit & Supervisory Board to follow immediately thereafter.

1. Representative Director to be newly nominated

Representative Director, Managing Executive Officer

Name	Current Position(s) as of February 3, 2021
Tomoharu Matsuda	Director, Managing Executive Officer; President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.

Reason for change: As of January 1st, 2021, one representative director retired. We will appoint one new representative director, in order to reinforce management foundation.

2. Audit & Supervisory Board Member to be newly nominated

Name	Current Position(s) as of February 3, 2021
Sadanao Kawashima*	Director, Corporate Strategy - Office of the Audit & Supervisory Board

3. Audit & Supervisory Board Member to retire

Name	Current Position(s) as of February 3, 2021
Katsuya Fujii	Full-time Audit & Supervisory Board Member

* Nominated as a Full-time Audit & Supervisory Board Member

Media inquiries directed to:

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Kao Corporation

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Board of Directors and Audit & Supervisory Board Members as of March 26, 2021

Board of Directors

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

Audit & Supervisory Board Members

Title	Name
Full-time Audit & Supervisory Board Member	Hideko Aoki
Full-time Audit & Supervisory Board Member	Sadanao Kawashima
Outside Audit & Supervisory Board Member	Hideki Amano
Outside Audit & Supervisory Board Member	Nobuhiro Oka
Outside Audit & Supervisory Board Member	Takahiro Nakazawa

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.

For details regarding members and positions of the Company's Executive Officers, please see the news release dated December 1, 2020, "Changes of Executive Officers and Corporate Executive Fellows."

www.kao.com/content/dam/sites/kao/www-kao-com/global/en/news/2020/pdf/20201201-001-01.pdf

Personal Background and Career Summary

New Title (as of March 26, 2021): Representative Director
Managing Executive Officer

Name: Tomoharu Matsuda

Date of Birth: November 15, 1959

Place of Birth: Aichi Prefecture, Japan

Number of the Company Shares Owned: 11,100 shares

Educational Background:

March 1983 Department of Economics, Faculty of Economics, Chuo University

Career Summary:

April 1983 Joined the Company
January 2008 President, Kao (Hong Kong) Ltd.
March 2010 Chairman of the Board and President, Kao (Taiwan) Corporation
March 2014 Executive Officer
January 2018 Managing Executive Officer;
Senior Vice President, Consumer Products, Global
March 2019 Director, Managing Executive Officer (current);
President, Consumer Products, Global (current);
Responsible for Kao Professional Services Co., Ltd. (current)