



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

February 2, 2023

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 of March 24, 2023.

In order to ensure further diversity of the Board of Directors and strengthen supervisory functions, we increased the number of candidates for outside directors by one, and elected a total of 10 directors, including five inside directors and five outside directors.

Through this new structure, we will enhance the effectiveness of the Board of Directors, promote the continuous increase of our corporate value, and further strengthen corporate governance.

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 24, 2023, the meeting of the Board of Directors and the Audit & Supervisory Board to follow immediately thereafter.

1. Representative Director to be newly nominated

Director, Managing Executive Officer

Representative Director, Senior Managing Executive Officer

Name	Current Position(s) as of February 2, 2023
Masakazu Negoro	Responsible for Management Finance (Accounting and Finance, Business Structure Reforms, Procurement, Human Capital Strategy)

2. Directors to be newly nominated

(1) Director, Senior Managing Executive Officer

Name	Current Position(s) as of February 2, 2023
Toru Nishiguchi	Vice President, Consumer Products, Global

(2) Outside Director

Name	Current Position(s) as of February 2, 2023
Takaaki Nishii	Senior Corporate Advisor, Ajinomoto Co., Inc.

3. Member of the Board of Directors to retire

Name	Current Position(s) as of February 4, 2019
Toshiaki Takeuchi	Representative Director, Senior Managing Executive Officer; Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Tomoharu Matsuda	Representative Director, Senior Managing Executive Officer; President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.

On March 24, 2023, Yoshio Nakao* is expected to be appointed as Representative Director, President of Kao Group Customer Marketing Co., Ltd., following the resolutions of its General Meeting of Shareholders and its Board of Directors.

*The company's executive officer, currently Executive Vice President, Kao Group Customer Marketing Co., Ltd.

4. **Audit & Supervisory Board Member to be newly nominated**

Full-time Audit & Supervisory Board Member

Name	Current Position(s) as of February 2, 2023
Yasushi Wada	Fellow for Special Mission

5. **Audit & Supervisory Board Member to retire**

Name	Current Position(s) as of February 2, 2023
Hideko Aoki	Full-time Audit & Supervisory Board Member

Members of the Board of Directors and Audit & Supervisory Board Members
(as of March 24, 2023)

Members of the Board of Directors

Title as of March 24, 2023	Name
Director, Chair	Michitaka Sawada
Representative Director	Yoshihiro Hasebe
Representative Director	Masakazu Negoro
Director	Toru Nishiguchi
Director	David J. Muenz
Outside Director	Osamu Shinobe
Outside Director	Chiaki Mukai
Outside Director	Nobuhide Hayashi
Outside Director	Eriko Sakurai
Outside Director	Takaaki Nishii

Audit & Supervisory Board Members

Title as of March 24, 2023	Name
Full-time Audit & Supervisory Board Member	Sadanao Kawashima
Full-time Audit & Supervisory Board Member	Yasushi Wada
Outside Audit & Supervisory Board Member	Hideki Amano
Outside Audit & Supervisory Board Member	Nobuhiro Oka
Outside Audit & Supervisory Board Member	Takahiro Nakazawa

The Company will report to the Tokyo Stock Exchange, Inc. that the above five (5) Outside Directors and three (3) Outside Audit & Supervisory Board Members are Independent Outside Directors and Independent Outside Audit & Supervisory Board Members respectively. Also Mr. Osamu Shinobe is expected to continue to be the Chairperson of the Board.

Executive Officers
(as of March 24, 2023)

Title	Name	Position(s)
President and CEO	Yoshihiro Hasebe	Responsible for DX Strategy
Senior Managing Executive Officer	Masakazu Negoro	Responsible for Management Finance (Accounting and Finance, Business Structure Reforms, Procurement, Human Capital Strategy)
Senior Managing Executive Officer	Toru Nishiguchi	Responsible for Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.

Managing Executive Officer	David J. Muenz	Senior Vice President, ESG, Global; Responsible for Strategic Public Relations
Managing Executive Officer	Osamu Tabata	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yoshihiro Murakami	Senior Vice President, DX Strategy, Global
Managing Executive Officer	Hideaki Kubo	Senior Vice President, Research and Development, Global
Managing Executive Officer	Satoru Tanaka	Senior Vice President, Corporate Strategy, Global; Responsible for Product Quality Management; Responsible for Legal
Senior Executive Officer	Masahiro Katayose	President, Chemical Business, Global; Chairperson of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairperson of the Board, Pilipinas Kao, Inc.; Chairperson of the Board, Kao Chemicals Europe, S.L.
Senior Executive Officer	Hiroaki Yamaguchi	Vice President, Supply Chain Management - Manufacturing Plant Center, Global; Responsible for Strategic Innovative Technology, SCM, Global
Senior Executive Officer	Kotaro Nuriya	President, Consumer Products - Health & Beauty Care Business, Global
Senior Executive Officer	Natsumi Hotta	President, Consumer Products - Hygiene & Living Care Business, Global
Senior Executive Officer	Hideki Mamiya	Senior Vice President, Human Capital Strategy, Global; President, Kao Group Corporate Pension Fund; Chairperson of the Board, Kao America Inc.
Senior Executive Officer	Yosuke Maezawa	President, Consumer Products - Cosmetics Business, Global;

		Representative Director, President, Kanebo Cosmetics Inc.; Chairperson of the Board, Molton Brown Limited
Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.
Executive Officer	Ryoichi Harada	Senior Vice President, Enterprise Information Solutions, Global
Executive Officer	Shigeo Nakai	Vice President, Research and Development - Performance Chemicals Research, Global; Responsible for Research and Development - Environmental New Business
Executive Officer	Masaru Takeyasu	Chairperson of the Board and President, Kao (China) Holding Co., Ltd.; Chairperson of the Board and President, Kao Corporation Shanghai; Chairperson of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairperson of the Board, Kanebo Cosmetics (China) Co., Ltd.; Chairperson of the Board and President, Kao (Hefei) Co., Ltd.
Executive Officer	Motomitsu Hasumi	Senior Vice President, Product Quality Management, Global
Executive Officer	Mami Murata	Senior Vice President, Strategic Public Relations, Global
Executive Officer	Akira Shimotoyodome	President, Consumer Products - Life Care Business, Global
Executive Officer	Karen B. Frank	President, Consumer Products - Consumer Care Business, Americas and EMEA; Chairperson of the Board & President, Kao USA Inc.
Executive Officer	Yoji Matsumoto	Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Hiroyuki Terazaki	Vice President, Research and Development, Global;

		Vice President, Research and Development - Strategy, Global
Executive Officer	Dominic M. Pratt	President, Consumer Products - Salon Business, Global; Chairperson of the Board, Oribe Hair Care, LLC; President, Kao Germany GmbH
Executive Officer	Yoshio Nakao	Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Naoshi Nakamoto	Senior Vice President, Procurement, Global
Executive Officer	Mark Johnson	President, Consumer Products - Cosmetics Business, Americas and EMEA; President, Molton Brown Limited
Executive Officer	Yasuhiro Ishikura	Vice President, Corporate Strategy, Global; Vice President, Corporate Strategy - AK Project, Global
Executive Officer	Akiko Hasegawa	Senior Vice President, Legal, Global

Corporate Executive Fellows

Name	
Hiroshi Maruyama	Project Professor, Research into Artifacts, Center for Engineering, The University of Tokyo; PFN Fellow, Preferred Networks, Inc.
Lisa MacCallum	Founder and President, Inspired Companies
Takuzo Aida	Deputy Director, RIKEN Center for Emergent Matter Science (CEMS); Distinguished University Professor, Tokyo College, The University of Tokyo

Personal Background and Career Summary

New Title (as of March 24, 2023): Representative Director
Senior Managing Executive Officer

Name: Masakazu Negoro

Date of Birth: January 7, 1960

Number of the Company Shares Owned: 8,800 shares

Educational Background:

March 1983 Faculty of Science, Gakushuin University

Career Summary:

April 1983 Joined the Company
March 2013 Executive Officer, President, Chemical Business Unit, Global;
Pilipinas Kao, Inc. Chairperson of the Board of Directors;
Fatty Chemical (Malaysia) Sdn.Bhd Chairperson of the Board of Directors;
Kao Chemicals Europe, S.L. Chairperson of the Board
January 2019 Managing Executive Officer, Senior Vice President, Procurement, Global;
January 2021 Managing Executive Officer, Senior Vice President, Procurement, Global;
Responsible for Accounting and Finance
January 2022 Managing Executive Officer, Responsible for Management Strategy, Global;
Senior Vice President, Procurement, Global;
Responsible for Accounting and Finance
January 2023 Senior Managing Executive Officer, Responsible for Management Finance
(Accounting and Finance, Business Structure Reforms, Procurement, Human
Capital Strategy) (current)