





14-10, Nihonbashi Kayabacho 1-chome, Chuo-ku, Tokyo 103-8210 Japan www.kao.com/global/en

FOR IMMEDIATE RELEASE

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Kao Establishes Kao Sustainable Product Development Policy

Accelerating Product Development Toward Realizing the Kirei Lifestyle

On August 30, 2023, Kao Corporation has released the Kao Sustainable Product Development Policy on its website. The policy compiles and integrates various existing policies related to product development and other fields and clearly defines the direction of product development toward Kao's goal of realizing the Kirei Lifestyle. Kao will continue to proactively conduct product development based on this policy.

Kao Sustainable Product Development Policy

For over 130 years, Kao has worked to help consumers lead fulfilling lifestyles. In April 2019, Kao established its ESG strategy, the Kirei Lifestyle Plan, and began fully integrating ESG principles into its management practices. Under the new Kao Group Mid-term Plan (K27), Kao is focusing on developing its business, providing better products and services for consumers and society, and product development toward its purpose, "to realize a Kirei World in which all life lives in harmony." Kao had now shared the Kao Sustainable Product Development Policy to make these efforts easier to understand for as many stakeholders as possible.

Kao Sustainable Product Development Policy

A sustainable lifestyle is increasingly essential given the many environmental and social issues that exist throughout the world today. We will realize a sustainable, healthy planet for the future by living a beautiful life inside and out, and making thoughtful choices for our environment and society.

We will develop our products to advance this way of living (Kirei Lifestyle)

New ideas of "Maximum with Minimum"

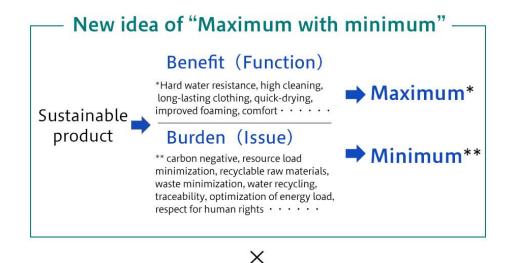
Kao will focus on holistic optimization in materials, formulation, processes, and packaging by utilizing technologies based on our essential
research. Striving to eliminate negative impact on the environment, biodiversity, and human rights will help ensure a sustainable life for future
generations, while maximizing value for all stakeholders, which include our diverse customers, communities, and future society.

Product development stewardship throughout the entire lifecycle

- Through advancements in Kao's Research & Development for unique raw material, product formulation, packaging and manufacturing, we
 promise to realize meaningful and lasting sustainability throughout the product lifecycle.
- We aim to utilize raw materials derived from waste and carbon dioxide, and to design products that are easy to recycle.

Making a sustainable tomorrow a reality, together

- We aspire to create a circular society by working together with our stakeholders through sustainable products by design that deliver maximum value for our customers and yet minimize negative impact in all stages of the lifecycle.
- The key to this is making them easy and comfortable to use, in order to encourage the wide adoption of sustainable products amongst our consumers and customers.
- Kao's unique sustainable technologies are strategically formed with partners, including competitors, to contribute broadly to the sustainability of the earth and society.



Expansion of sustainable technology

Broadly and deeply applied in Kao's high value-added product line-up

Widely utilized in society in product development beyond Kao

Realizing a Kirei Lifestyle where all lives live in harmony

Related Information

Kao launches new ESG Strategy "Kirei Lifestyle Plan" to support consumer lifestyle changes
Kao's New Challenges for the Future: Accelerating Purposeful Business Commitment with ESG

About Kao

Kao creates high-value-added products and services that provide care and enrichment for the life of all people and the planet. Through its portfolio of over 20 leading brands such as *Attack*, *Bioré*, *Goldwell*, *Jergens*, *John Frieda*, *Kanebo*, *Laurier*, *Merries*, and *Molton Brown*, Kao is part of the everyday lives of people in Asia, Oceania, North America, and Europe. Combined with its chemical business, which contributes to a wide range of industries, Kao generates about 1,550 billion yen in annual sales. Kao employs about 35,400 people worldwide and has 136 years of history in innovation. Please visit the Kao Group website for updated information.