

FOR IMMEDIATE RELEASE

February 14, 2025

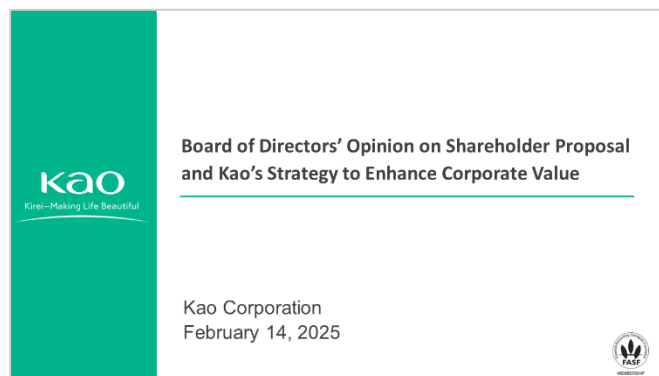
Disclosure of the "Board of Directors' Opinion on Shareholder Proposal and Kao's Strategy to Enhance Corporate Value"

Kao Corporation (President and CEO: Yoshihiro Hasebe) disclosed its opinion on February 14, 2025, regarding the shareholder proposals submitted by Oasis Japan Strategic Fund Ltd. ("Oasis") for the 119th Annual General Meeting of Shareholders.

[Notice Regarding the Board of Directors' Opinion on Shareholder Proposal](#)

Additionally, the company has published its response to a statement issued by Oasis in April 2024 in a document titled "Board of Directors' Opinion on Shareholder Proposal and Kao's Strategy to Enhance Corporate Value."

[Board of Directors' Opinion on Shareholder Proposal and Kao's Strategy to Enhance Corporate Value](#)



Kao will continue to pursue highly transparent and effective governance, while at the same time implementing the K27 strategy and making every effort to increase its corporate value.

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