

FOR IMMEDIATE RELEASE

November 18, 2025

Kao Opens Yukei at the Sumida Complex

A Place for Co-Creation and Learning About Yoki-Monozukuri

On November 18, 2025, Kao Corporation opened Yukei, a place for learning about Kao's *Yoki-Monozukuri* philosophy as well as for fostering every employee's creativity and co-creation abilities, at its Sumida Complex in Sumida Ward, Tokyo. Yukei embodies the Kao value of *Jigaku Kyosei*—learning and thinking for oneself, and collaborating with one's colleagues. With Yukei, Kao aims to create new value through dialogue and co-creation by bringing together not only employees but also a diverse range of stakeholders, including consumers, business partners and academic institutions.



Left to right: Yukei's exterior, the nameplate at the front entrance, and the first floor

Overview

Yukei's origin can be traced back to 1998, with the establishment of the Yukei Juku at Kao's Sumida Complex. The name Yukei (佑啓, in Japanese kanji) combines 佑, meaning "to assist or support," and 啓, meaning "to enlighten or open." Together, they express the idea of being supported and guided by the wisdom of our predecessors, while developing our own potential. It represents a place for continual learning, mutual development, and a shared commitment to Kao's future growth and prosperity.

The newly reborn Yukei is a five-story wooden building, with each floor having its own theme: "Dialogue," "Inspiration," "Design," "Value" and "Future." Yukei's facilities include technology that makes it possible to "converse" with former employees using AI, and a *Yoki-Monozukuri* simulator. Yukei is designed to make use of all five senses to teach employees the essence of the *Yoki-Monozukuri* philosophy which has been passed down from generation to generation at Kao.

Floor Themes and Concepts

	Theme	Concept
1st	Dialogue	An open plaza for people to gather and talk. Through sunlight filtering between trees, fragrances and other means, this floor delivers a feeling of warmth using all five senses.
2nd	Inspiration	On this floor, visitors can encounter the hopes and ideas of past Kao employees, and discover the origins of <i>Yoki-Monozukuri</i> as well as the seeds of new ideas.
3rd	Design	A place to learn about and experience the essence of <i>Yoki-Monozukuri</i> .
4th	Value	A space for dialogue to discuss value creation and future projects. This floor encourages co-creation across departments and generations.
5th	Future	An observation floor whose view inspires study and imagination. Here employees can imagine the future and create their own vision.

Environmentally Friendly Design

Yukei's "enlightened space design," jointly created with the Tokyo University of the Arts, encourages connections between people, as well as between people and nature. In a co-creative process that embodies Kao's unique corporate culture, from conception to completion of construction, the project took approximately nine years, and more than 100 employees participated.

Yukei was built using timber primarily from Fukushima Prefecture, resulting in the fixation of 282.4 tons of CO₂. In addition, the entire building is designed to reduce energy consumption. Examples include the use of highly insulating low-emissivity laminated glass, air conditioning heat sources with a high coefficient of performance and total heat exchangers with built-in humidifiers, as well as LED lighting and daylight sensors for efficient control of illumination levels. These efforts are expected to reduce Yukei's annual primary energy consumption by more than 50% compared to benchmark levels. In turn, the building is scheduled to obtain BELS "ZEB Ready" certification, which is given to buildings which deliver high energy-saving performance.

Future Outlook

Yukei will be used not only as a place for employees to learn and engage in dialogue, but also as a base for co-creating value with a diverse range of stakeholders, including consumers, business partners, shareholders and academic institutions. Its content will be updated as times change and Yukei will continue to evolve as a place of learning that supports Kao's creativity and innovation.

Building Overview

Location: 2-1-3 Bunka, Sumida-ku, Tokyo 131-8501 (inside the Kao Sumida Complex grounds)

Total floor area: 2,577 m²

Structure/floors: Earthquake-resistant wood construction/5 stories above ground

Opening date: November 18, 2025

About Kao

Kao, a Japan-based manufacturer of personal care and household products, cosmetics, and specialty chemicals creates high-value-added products and services that provide care and enrichment for the life of all people and the planet. Through its brands such as *Attack* laundry detergent, *Bioré* and *Jergens* skin care products, *Laurier* sanitary products, *Curél*, *SENSAI*, and *MOLTON BROWN* cosmetics, and *Oribe* hair care products, Kao is part of the everyday lives of people across Asia, the Americas, Europe, the Middle East, and Africa. Combined with its chemical business, which contributes to a wide range of industries, Kao generates about 1,630 billion yen in annual sales. Kao employs about 32,600 people worldwide and has more than 130 years of history in innovation. As an enterprise that provides products people use on a daily basis, the Kao Group takes responsibility to actively reduce the environmental footprint of its products throughout the product lifecycle. This is laid out in Kao's ESG strategy, the Kirei Lifestyle Plan, which launched in 2019.

Please visit [the Kao Group website](#) for additional information.

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