

FOR IMMEDIATE RELEASE

30 June, 2026

Kao Releases the Kao Integrated Report 2026 and the Kao Sustainability Report 2026

Kao Corporation has published the Kao Integrated Report 2026 and the Kao Sustainability Report 2026 on its website on June 30, 2026.

Toward the achievement of its Mid-term Plan “K27” and beyond, Kao is advancing its Global Sharp Top strategy, with the aim of becoming a unique presence that is indispensable to someone in the world. Through the two reports released today, Kao presents its medium- to long-term value creation story and progress under its ESG strategy, the Kirei Lifestyle Plan, showing how the company is pursuing sustainable growth and contributing to society.



Kao Integrated Report 2026



Kao Sustainability Report 2026

Overview

The Kao Integrated Report 2026 presents Kao’s current position as it steps into its next stage of growth, focusing on both the earning power strengthened through structural reform and the growth capacity to invest in priority domains and deliver results globally. In fiscal 2025, the midpoint year of K27, the outcomes of structural reform became visible in Kao’s financial performance, progress was made in rebuilding the profit base, and earning power evolved into a repeatable structure. Building on this foundation, Kao will accelerate global growth, focusing on priority domains including cosmetics, skin care, and chemicals.

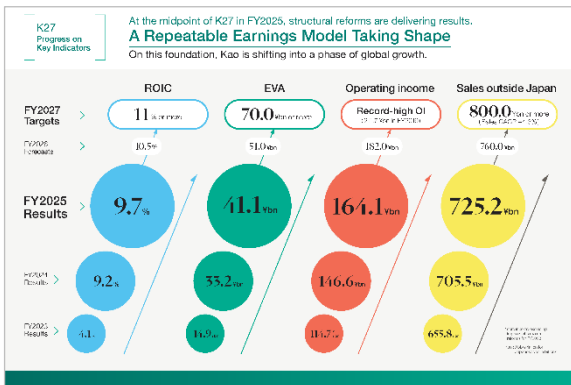
The report explains the process by which Kao draws on its Exclusive Uniqueness*, a strength of Kao, to create value that is truly useful to society and connect it to business growth, from the perspectives of business strategy, research strategy, SCM strategy, human capital strategy, and governance. Through proprietary science and a deep understanding of consumers, Kao addresses social challenges related to cleanliness, beauty, health, and the environment, and shows through concrete examples how it seeks to grow as a company indispensable to a sustainable society.

Beautiful Science: “Solving the issues that matter.”



Kao's proprietary technologies span multiple businesses to generate a diverse range of solutions. This section presents the breadth of Kao's distinctive value creation in a visually accessible format.

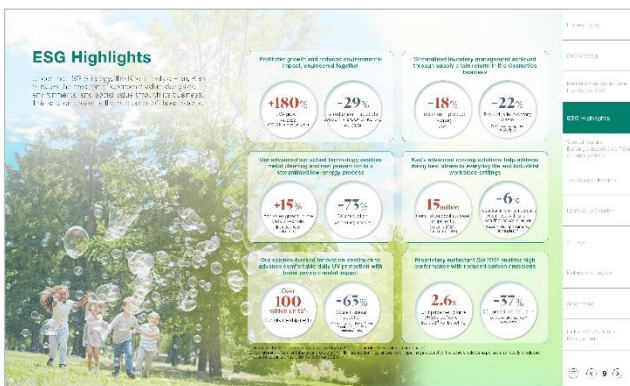
K27 and Beyond: “Earning today. Building tomorrow. Strengthening the financial foundation while advancing to the next stage of growth.”



This section shows how Kao channels the earning power built through structural reform into growth investment and concentrates resources in domains where Kao's distinctive strengths can be leveraged. It also presents how Kao is advancing to the next stage of growth through the implementation of the Global Sharp Top strategy.

Key Contents of the Kao Sustainability Report 2026

ESG Highlights



Through initiatives that create value across both financial and environmental/social dimensions, this section presents concrete examples of how ESG is being embedded as a source of competitive strength.

Through the Integrated Report and Sustainability Report, Kao is committed to communicating its medium- to long-term value creation story, growth strategy, and progress in its ESG strategy, while engaging in dialogue and information disclosure with all stakeholders.

Kao will continue working toward its Purpose, “To realize a Kirei World in which all life lives in harmony,” while pursuing both the enhancement of corporate value and contribution to society.

Related Information

[Kao Integrated Report 2026](#)

[Kao Sustainability Report 2026](#)

About the Kirei Lifestyle Plan

Over the past 130 years, Kao has worked to improve people’s lives and help them realize more sustainable lifestyles—a Kirei Lifestyle. The Japanese word “kirei” describes something that is clean, well-ordered, and beautiful all at once. For Kao, this concept of “kirei” not only describes appearance but also attitude—a desire to create beauty for oneself, for other people, and for the natural world around us. Aiming to realize a more sustainable way of living, in April 2019, the Kao Group established its ESG strategy known as the Kirei Lifestyle Plan. By 2030, Kao aims to empower at least 1 billion people, to enjoy more beautiful lives. Kao also strives to have 100% of its products leave a full lifecycle environmental footprint that science says our natural world can safely absorb.

Please visit [the Kao sustainability website](#) for more information.

About Kao

Kao, a Japan-based manufacturer of cosmetics, personal care and household products, as well as 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 Curél, SENSAI, and MOLTON BROWN cosmetics, Bioré and Jergens skin care products, Oribe hair care products, Attack laundry detergent, and Laurier sanitary 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 1,690 billion yen in annual sales. Kao employs about 31,500 people worldwide and has more than 130 years of history in innovation.

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

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