

Diversity, Equity and Inclusion (DE&I) Policy

Since the founding of the company in 1887, Kao has continued to offer solutions to provide care and enrichment, with the aim of making life enjoyable for all people.

People, therefore, have always been at the heart of everything we do.

We believe in creating an inclusive world, as evident in our commitment to fostering an environment in which individuals can thrive and our efforts so far in establishing an inclusive culture both internally and externally. Based on our core value of walking the right path, and building upon the foundation of respecting human rights, we have created this DE&I policy with the aim of allowing individual values and talents to shine brighter, thereby improving people's lives beyond their expectations.

This DE&I Policy applies to all Directors, Audit & Supervisory Board Members, Officers and employees of the Kao Group (including Kao Corporation and its subsidiaries and affiliates).

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Guided by our corporate philosophy the Kao Way and our thinking on Diversity, Equity, and Inclusion, outlined below, we commit to continuously elevating our efforts. We believe that all of us can and need to do more. This is especially true for us, as a company whose strength lies in the breadth of the products and services that have been created through innovations that span the entire spectrum from the development of raw materials to the final product for the end user.

We are committed to further advancing our actions in Diversity, Equity, and Inclusion, by enhancing collaboration with our stakeholders, starting with our employees, and including business partners and all people, in our business through our brands, products and services, and all corporate activities to realize a society in which all people can thrive authentically.

Our Definition of Diversity, Equity, and Inclusion

Diversity

Diversity is the presence of different characteristics among individuals, groups, and communities. We honor the uniqueness of each person and recognize all forms of diversity, including but not limited to culture, nationality, creed, race, ethnicity, sex, gender identity and gender expression, sexual orientation, age, disability, and various lifestyles and values.

Equity

Equity is advancing fairness to ensure each and every person can fulfil their potential authentically.

This includes addressing existing barriers and providing fair access to opportunities, in society and in the workplace.

Inclusion

An inclusive world is one in which all individuals are valued and respected for who they truly are with a sense of belonging. It refers to the maximization of both the individual and a team's potential through embracing various perspectives and ideas, when multiple diverse people come together.

This policy is approved by the ESG Managing Committee, over which the Board of Directors has supervisory function, on January 31, 2023.

Implemented: January 31, 2023

Representative Director, President and Chief Executive Officer
Yoshihiro Hasebe

