

# Kirei Lifestyle Plan—Kao's ESG Strategy

## Kao's ESG Vision

A Kirei Lifestyle means living a beautiful life inside and out. A Kirei Lifestyle is full of compassion. Where making your own life clean and beautiful never compromises the beauty and cleanliness of the world around you.

A Kirei Lifestyle is enjoying today, with the peace of mind that those joys will be there tomorrow. It's the chance to express who you truly are, with the confidence that you are walking the right path. Even in the smallest, everyday moments. That's why, at Kao, everything we do is in service of

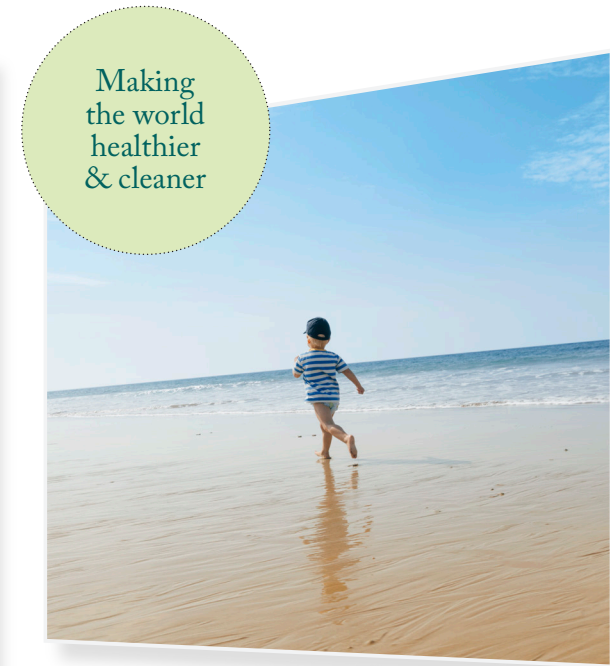
this lifestyle. It's why we do what is right, not what is easy. We put our innovation and imagination to the task of enriching lives by finding ways for people the world over to live the Kirei Lifestyle.



BY 2030  
We will aim to empower all people, at least 1 billion by 2030, to enjoy more beautiful lives — greater cleanliness, easier aging, better health and confidence in self expression

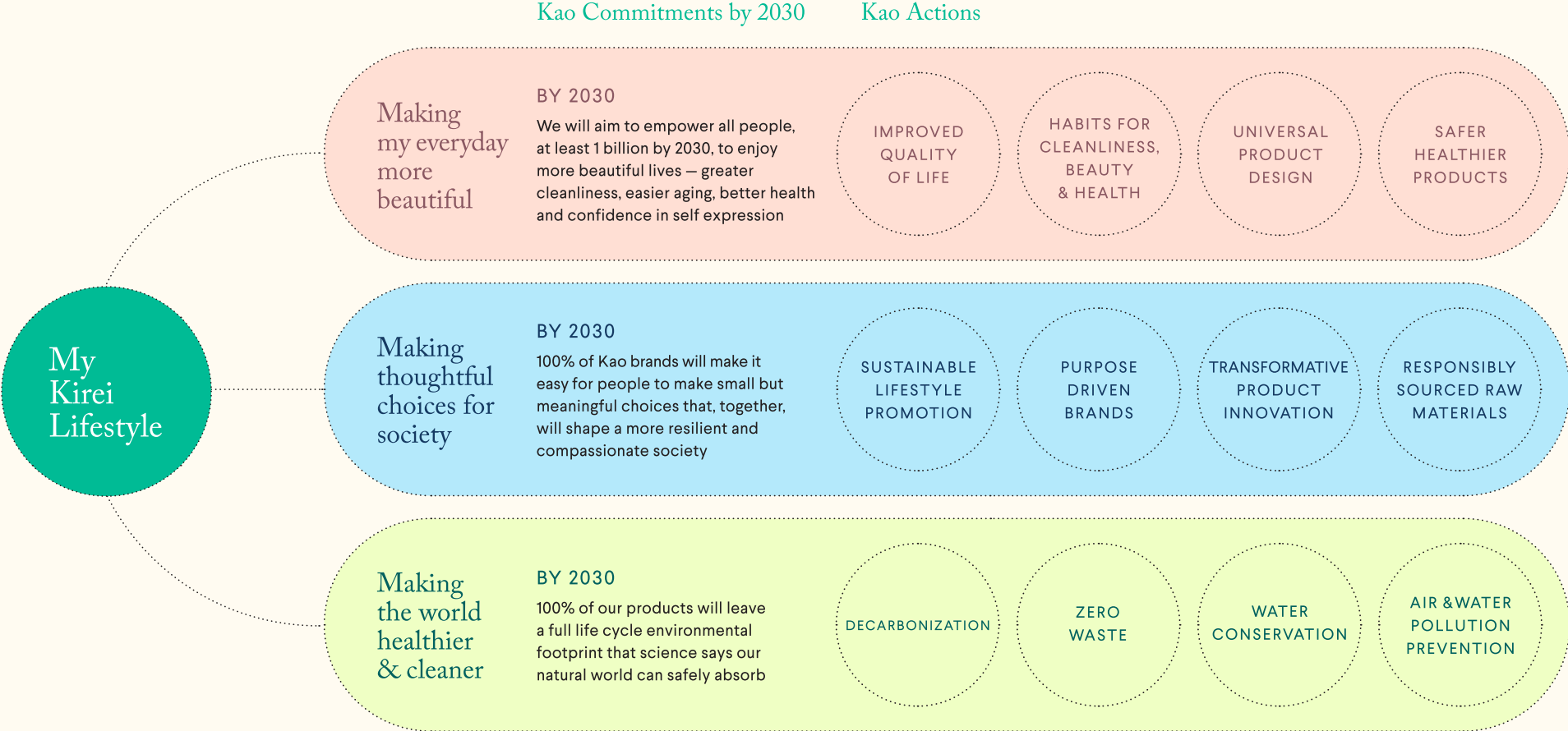


BY 2030  
100% of Kao brands will make it easy for people to make small but meaningful choices that, together, will shape a more resilient and compassionate society



BY 2030  
100% of our products will leave a full lifecycle environmental footprint that science says our natural world can safely absorb

# Kao's ESG Commitments and Actions



- EFFECTIVE CORPORATE GOVERNANCE
- FULL TRANSPARENCY
- RESPECTING HUMAN RIGHTS
- INCLUSIVE & DIVERSE WORKPLACES
- EMPLOYEE WELLBEING & SAFETY
- HUMAN CAPITAL DEVELOPMENT
- RESPONSIBLE CHEMICALS MANAGEMENT

Walking the right path