Contents

Editorial Policy

CEO Message

Kirei Lifestyle Plan KPI definitions

Independent assurance report

Contents

Editorial Policy ·····	3
CEO Message ·····	4
Kao's Corporate Philosophy	5
Message by Dave Muenz	6
Kirei Lifestyle Plan—Kao's ESG Strategy·····	7
Stakeholder Engagement	34

How to Use This PDF

The navigation buttons, the category tabs, and the table of contents buttons are located at the right edge of each page for easy page scrolling. The link buttons to relevant pages and external sites are also available in the text.

Navigation buttons

Click the left arrow to go back one page.

Click the right arrow to



go forward one page. Click the return arrow to go back to the



Link buttons



Click the icon to go to the relevant page in this data book.



Click the icon to go to the relevant external

Category tabs

Click a title to go to the top page of th category. Click the see the ta of conten

ne /	ments Editorial Policy	irei Lifestyle Plan	
tab to ble ts.	marns Editorial Policy CEO Message Kirel Lifestyle Plan K.Pl delivisions independent assurance report	Making my everyday more beautiful	
	nyle Pan KPI definitions Ind	Making thoughtful choices for society	
	gendent assurance report	Making the world healthier & cleaner	
		Walking	

2019 Our initiatives

Realization of the Kao Corporate Philosophy ·····	····· 36
---	----------

12
17
50
57
1

Making thoughtful choices for society

Sustainable lifestyle promotion	60
Purpose driven brands ······	65
Transformative product innovation	68
Responsibly sourced raw materials	72

Making the world healthier & cleaner

Decarbonization ·····	·· 83
Zero waste ·····	103
Water conservation	117
Air & water pollution prevention	125
Product lifecycle and environmental impact ···	130
Environmental accounting	132

Walking the right path

Effective corporate governance ·····	134
Full transparency	144
Respecting human rights ······	146
Human capital development	151
Inclusive & diverse workplaces	162
Employee wellbeing & safety	175
Responsible chemicals managemen	t ····· 192

Kirei Lifestyle Plan KPI definitions ······	202
External recognition	207
Independent assurance report	209
GRI Standards table	210
ISO 26000 table	222
TCFD Index ·····	224



→ Information about our approach to the Kirei Lifestyle Plan is reported on the following webpage:

Kao Sustainability Data Book 2020 www.kao.com/global/en/sustainability/pdf/

Risk and crisis management Responsible care activities **Product quality** management Information security **Advanced Digital Technology Strategy** Intellectual property Tax strategies

Report content Corporate governance

Biodiversity Communication with consumers Corporate citizenship

activities Main corporate citizenship activities of worksites and

group companies **Process Safety and Disaster** Prevention

Major sustainability indicators

2