

# Kirei Lifestyle Plan KPI definitions 103-1, 103-2, 103-3

Regarding the mid- to long-term targets of the Kirei Lifestyle Plan that are noted on page 20 and 21, the formulas and factors that each indicator is comprised of, and the scope of each indicator, are as shown below.

## Making my everyday more beautiful

| Kao Actions                              | Indicator                                                                                                                                       |                                                                                                                                                                                                                       |                                                                                                                            | Target value | Target year | Base year |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-----------|
|                                          | Formula                                                                                                                                         | Factor                                                                                                                                                                                                                | Scope                                                                                                                      |              |             |           |
| <b>Making my everyday more beautiful</b> |                                                                                                                                                 |                                                                                                                                                                                                                       |                                                                                                                            |              |             |           |
| Commitment                               | The number of people empowered to enjoy more beautiful lives—greater cleanliness, easier aging, better health and confidence in self expression |                                                                                                                                                                                                                       |                                                                                                                            | 1 billion    | 2030        | —         |
|                                          | Plan to disclose in 2021                                                                                                                        |                                                                                                                                                                                                                       |                                                                                                                            |              |             |           |
| Improved quality of life                 | % of new or improved products which contribute to a comfortable, beautiful, healthy life and touch the heart of people                          |                                                                                                                                                                                                                       |                                                                                                                            | 100%         | 2030        | —         |
|                                          | Plan to disclose in 2021                                                                                                                        |                                                                                                                                                                                                                       |                                                                                                                            |              |             |           |
| Habits for cleanliness, beauty & health  | Coverage of enlightening activities that stimulate habits for cleanliness, beauty & health using Kao products and services                      |                                                                                                                                                                                                                       |                                                                                                                            | 100%         | 2030        | —         |
|                                          | Scope: Targeted brands/categories                                                                                                               |                                                                                                                                                                                                                       |                                                                                                                            |              |             |           |
| Universal product design                 | % of new or improved products that meet Kao's Universal Design Guidelines                                                                       |                                                                                                                                                                                                                       |                                                                                                                            | 100%         | 2030        | —         |
|                                          | A / B × 100 (%)                                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of products that meet the conformance criteria (pcs)</li> <li>• B: Total number of products (pcs)</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Consumer products of the Kao Group</li> <li>• New or improved products</li> </ul> |              |             |           |
|                                          |                                                                                                                                                 |                                                                                                                                                                                                                       |                                                                                                                            |              |             |           |
| Safer healthier products                 | % of targeted ingredients of concern on which views are disclosed                                                                               |                                                                                                                                                                                                                       |                                                                                                                            | 100%         | 2030        | —         |
|                                          | A / B × 100 (%)                                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of ingredients of concern on which views are disclosed (ingredients)</li> <li>• B: Total number of established ingredients of concern (ingredients)</li> </ul> | <ul style="list-style-type: none"> <li>• Kao Group</li> </ul>                                                              |              |             |           |

# Kirei Lifestyle Plan KPI definitions 103-1, 103-2, 103-3

## Making thoughtful choices for society

| Kao Actions                           | Indicator                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | Target value | Target year | Base year |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-----------|
|                                       | Formula                                                                                                                                                                 | Factor                                                                                                                                                                                                                                                                                                                                                                                                                                      | Scope                                                                                                                                                                            |              |             |           |
| Making thoughtful choices for society |                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  |              |             |           |
| Commitment                            | % of Kao brands that make it easy for people to make small but meaningful choices that, together, shape a more resilient and compassionate society                      |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 100%         | 2030        | —         |
|                                       | Plan to disclose in 2021                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  |              |             |           |
| Sustainable lifestyle promotion       | Coverage of distribution of information, information tools, and enlightening or communication activities for sustainable lifestyle<br>Scope: Targeted brands/categories |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 100%         | 2030        | —         |
|                                       | Plan to disclose in 2021                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  |              |             |           |
| Purpose driven brands                 | % of Kao brands that make a contribution to solving social issues and that make people feel and sympathize with the brand's social usefulness                           |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 100%         | 2030        | —         |
|                                       | A / B × 100 (%)                                                                                                                                                         | <ul style="list-style-type: none"> <li>• A: The number of brands that meet the conformance criteria (brands)</li> <li>• B: Total number of brands (brands)</li> </ul>                                                                                                                                                                                                                                                                       | • Consumer Products Business of the Kao Group                                                                                                                                    |              |             |           |
| Transformative product innovation     | Cumulative number of transformative sustainable product innovations launched                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 10 or more   | 2030        | —         |
|                                       | A (innovations)                                                                                                                                                         | <ul style="list-style-type: none"> <li>• A: The cumulative number from 2019 of launched products and services with transformative innovations for lifestyles, society or the environment (launches)</li> </ul>                                                                                                                                                                                                                              | • Consumer products of the Kao Group                                                                                                                                             |              |             |           |
|                                       | % of new or improved products which meet Kao sustainability guidelines                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 100%         | 2030        | —         |
|                                       | A / B × 100 (%)                                                                                                                                                         | <ul style="list-style-type: none"> <li>• A: The number of new or improved products that introduce new, original technology that satisfy following conditions for achieving the Kirei Lifestyle (pcs):<br/>① Technology that makes the environment change for the better<br/>② Technology that makes lifestyles and society change for the better</li> <li>• B: The number of new or improved products launched in the year (pcs)</li> </ul> | • Consumer products and industrial-use products of the Kao Group                                                                                                                 |              |             |           |
| Responsibly sourced raw materials     | % of certified paper products and pulp for consumer products                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | 100%         | 2025        | —         |
|                                       | A / B × 100 (%)                                                                                                                                                         | <ul style="list-style-type: none"> <li>• A: The weight of certified paper products and pulp (FSC, PEFC, SFI) for consumer products of the Kao Group (t)</li> <li>• B: The weight of paper products and pulp for consumer products of the Kao Group (t)</li> </ul>                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Paper products and pulp for consumer products of the Kao Group</li> <li>• Office paper and other paper used in the Kao Group</li> </ul> |              |             |           |
|                                       | Confirm traceability to small oil palm farm                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                  | Finish       | 2030        | —         |
|                                       | A (farms)                                                                                                                                                               | • A: The number of small oil palm farms for which traceability is confirmed (farms)                                                                                                                                                                                                                                                                                                                                                         | • Small oil palm farms                                                                                                                                                           |              |             |           |

# Kirei Lifestyle Plan KPI definitions 103-1, 103-2, 103-3

## Making the world healthier & cleaner

| Kao Actions                          | Indicator                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | Target value             | Target year | Base year |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|-----------|
|                                      | Formula                                                                                                                     | Factor                                                                                                                                                                                                                                                                                                                                                                                                                          | Scope                                                                                                                                                                                                                                 |                          |             |           |
| Making the world healthier & cleaner |                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       |                          |             |           |
| Commitment                           | % of Kao products that leave a full lifecycle environmental footprint that science says our natural world can safely absorb |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 100%                     | 2030        | —         |
|                                      | Plan to disclose in 2021                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       |                          |             |           |
|                                      | Kao recognition or achievement level by external ratings firms                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | Highest evaluation level | Every year  | —         |
|                                      | —                                                                                                                           | • Obtain A rankings in CDP for Climate Change, Water Security and Forest simultaneously                                                                                                                                                                                                                                                                                                                                         | • Kao Group                                                                                                                                                                                                                           |                          |             |           |
| Decarbonization                      | % reduction in absolute full lifecycle CO <sub>2</sub> emissions                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 22%                      | 2030        | 2017      |
|                                      | $(1 - A / B) \times 100 (\%)$                                                                                               | <ul style="list-style-type: none"> <li>• A: Annual lifecycle CO<sub>2</sub> emissions for the year in question (t-CO<sub>2</sub>)</li> <li>• B: Annual lifecycle CO<sub>2</sub> emissions for the base year (t-CO<sub>2</sub>)</li> <li>* Base year: 2017</li> </ul>                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Entire life cycle process for consumer products of the Kao Group</li> <li>• Raw materials procurement, manufacturing and distribution of industrial-use products of the Kao Group</li> </ul> |                          |             |           |
|                                      | % reduction in absolute scope 1 + 2 CO <sub>2</sub> emissions                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 22%                      | 2030        | 2017      |
|                                      | $(1 - A / B) \times 100 (\%)$                                                                                               | <ul style="list-style-type: none"> <li>• A: Annual scope 1+2 CO<sub>2</sub> emissions of the year in question (t-CO<sub>2</sub>)</li> <li>• B: Annual scope 1+2 CO<sub>2</sub> emissions of the base year (t-CO<sub>2</sub>)</li> <li>* Base year: 2017</li> </ul>                                                                                                                                                              | • Factories, offices, logistics centers and company cars owned by the Kao Group                                                                                                                                                       |                          |             |           |
| Zero waste                           | Quantity of innovative film-based packaging penetration for Kao and others per annum                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 300 million              | 2030        | —         |
|                                      | A + B (pcs)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: Sales quantity of innovative film based packaging (Kao Group) (pcs)</li> <li>• B: Sales quantity of innovative film based packaging using and applying Kao technologies (other companies) (pcs)</li> </ul>                                                                                                                                                                          | • Kao Group and other companies                                                                                                                                                                                                       |                          |             |           |
|                                      | Quantity of waste not for recycling from factories and offices                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | Zero                     | 2030        | —         |
|                                      | $(1 - A / B) \times 100 (\%)$                                                                                               | <ul style="list-style-type: none"> <li>• A: Weight of recycled waste (t)</li> <li>• B: Weight of waste (t)</li> <li>• This indicator is defined as zero when it is less than 1%.</li> </ul>                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Factories, offices, logistics centers owned by the Kao Group</li> <li>• Waste that cannot legally be recycled is excluded</li> </ul>                                                         |                          |             |           |
| Water conservation                   | % reduction in full lifecycle water use per unit of sales                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 10%                      | 2030        | 2017      |
|                                      | $[1 - (A_1/A_2) / (B_1/B_2)] \times 100 (\%)$                                                                               | <ul style="list-style-type: none"> <li>• A<sub>1</sub>: Annual lifecycle water use for the year in question (million m<sup>3</sup>)</li> <li>• A<sub>2</sub>: Sales for the year in question (hundred million yen)</li> <li>• B<sub>1</sub>: Annual lifecycle water use for the base year (million m<sup>3</sup>)</li> <li>* Base year: 2017</li> <li>• B<sub>2</sub>: Sales for the base year (hundred million yen)</li> </ul> | <ul style="list-style-type: none"> <li>• Entire life cycle process for consumer products of the Kao Group</li> <li>• Raw materials procurement, manufacturing and distribution of industrial-use products of the Kao Group</li> </ul> |                          |             |           |
|                                      | % reduction in full lifecycle water use per unit of sales in regions with water scarcity                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 40%                      | 2030        | 2017      |
|                                      | Plan to disclose in 2021                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       |                          |             |           |
| Air & water pollution prevention     | % of factories which disclose VOC and COD emissions                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                       | 100%                     | 2025        | —         |
|                                      | A / B × 100 (%)                                                                                                             | <ul style="list-style-type: none"> <li>• A: The number of factories which disclose VOC and COD emissions (factories)</li> <li>• B: Total number of factories (factories)</li> </ul>                                                                                                                                                                                                                                             | • Factories owned by the Kao Group                                                                                                                                                                                                    |                          |             |           |

## Walking the right path

| Kao Actions                    | Indicator                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | Target value                  | Target year | Base year |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------|-------------|-----------|
|                                | Formula                                                                                                                         | Factor                                                                                                                                                                                                                                                                                                                                                                                                                           | Scope                                                                                                  |                               |             |           |
| Walking the right path         |                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        |                               |             |           |
| Effective corporate governance | Kao recognition or achievement level by external ratings firms                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | Highest evaluation level      | Every year  | —         |
|                                | Selected                                                                                                                        | Listed as one of the “World’s Most Ethical Companies®” by Ethisphere Institute                                                                                                                                                                                                                                                                                                                                                   | • Kao Group                                                                                            |                               |             |           |
|                                | Number of serious compliance violations per annum                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | Zero                          | Every year  | —         |
|                                | A (cases)                                                                                                                       | <ul style="list-style-type: none"> <li>• Compliance violations that have a significant impact on management and significantly damage corporate value</li> <li>• These violations are decided through deliberations by the Compliance Committee and the Management Committee considering the maliciousness of the violation and its impacts inside and outside our company, and are reported to the Board of Directors</li> </ul> | • Kao Group                                                                                            |                               |             |           |
| Full transparency              | % of consumer product brands for which people can easily access complete ingredients information                                |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 100%                          | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of brands that satisfy the following conditions (brands): <ul style="list-style-type: none"> <li>• The brands disclose information on chemical substances contained in more than the prescribed amount (their names and formulation purposes)</li> </ul> </li> <li>• B: The number of all brands owned and marketed by the Kao Group (brands)</li> </ul>                  | • Consumer products of the Kao Group                                                                   |                               |             |           |
| Respecting human rights        | % response rate to human rights due diligence (internal risk assessment)                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 100%                          | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of factories (factories) and companies (companies) that conduct due diligence assessments</li> <li>• B: The total number of factories (factories) and companies (companies) of the Kao Group</li> </ul>                                                                                                                                                                   | • Factories and offices owned by the Kao Group                                                         |                               |             |           |
|                                | % response rate to human rights due diligence (supplier risk assessment)                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 100%                          | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of suppliers that have conducted due diligence assessments in the last three years from the applicable year (suppliers)</li> <li>• B: The number of suppliers that Kao does business with in the applicable year (suppliers)</li> </ul>                                                                                                                                   | • Direct materials suppliers of the Kao Group                                                          |                               |             |           |
|                                | % response rate to human rights due diligence (contractor risk assessment)                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 100%                          | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of contractors that have conducted due diligence assessments in the last three years from the applicable year (contractors)</li> <li>• B: The number of contractors that Kao has contracted in the applicable year (contractors)</li> </ul>                                                                                                                               | • Contractors in factories and offices owned by the Kao Group                                          |                               |             |           |
| Inclusive & diverse workplaces | Affirmative answer rate to a question on “Inclusion and Diversity” on <i>Find</i> , our employee survey with voice of employees |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | 75%                           | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of affirmative answers to a question on “Inclusion and Diversity” on <i>Find</i>, our employee survey with voice of employees (answers)</li> <li>• B: The total number of answers to a question on “Inclusion and Diversity” on <i>Find</i>, our employee survey with voice of employees (answers)</li> </ul>                                                             | • Employees of the Kao Group                                                                           |                               |             |           |
|                                | % of female managers                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                        | Same as % of female employees | 2030        | —         |
|                                | A / B × 100 (%)                                                                                                                 | <ul style="list-style-type: none"> <li>• A: The number of female managers (persons)</li> <li>• B: The total number of managers (persons)</li> </ul>                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Employees of the Kao Group</li> <li>• All managers</li> </ul> |                               |             |           |

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| Kao Actions                      | Indicator                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | Target value | Target year | Base year |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-----------|
|                                  | Formula                                                                                                                                                                                | Factor                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Scope                                                                                                                                          |              |             |           |
| Walking the right path           |                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                |              |             |           |
| Employee wellbeing & safety      | Lost time accident frequency rate (per million hours worked)                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 0.1          | 2030        | —         |
|                                  | A / B × 1,000,000<br>(persons / million hours)                                                                                                                                         | <ul style="list-style-type: none"> <li>• A: The number of dead and injured (persons who were absent 1 or more days from work and lost a part of body or function) (persons)</li> <li>• B: Total number of actual working hours (hours)</li> </ul>                                                                                                                                                                                                                | • Employees of the Kao Group                                                                                                                   |              |             |           |
|                                  | Average number of lost long-term work days (days/person) * Starting from Japan                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 105          | 2030        | —         |
|                                  | (A <sub>1</sub> + A <sub>2</sub> + ... + A <sub>n</sub> ) / B<br>(days / person)                                                                                                       | <ul style="list-style-type: none"> <li>• A: The number of days of leave that satisfy following conditions (days):<br/>① Extended leave of absence of 30 or more consecutive calendar days<br/>② Personal illness or injury leave, absence from work or leave of absence, except for leave with pay<br/>③ Applicable illness: Personal illness or injury</li> <li>• B: Total number of employees who took leaves of absence from work (persons)</li> </ul>        | <ul style="list-style-type: none"> <li>• Employees of the Kao Group in Japan</li> <li>* To expand to all employees of the Kao Group</li> </ul> |              |             |           |
|                                  | Ratio of employees who have lost long-term work days per one thousand employees * Starting from Japan                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 0.12         | 2030        | —         |
|                                  | A / B × 1000 (%)                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• A: The number of employees who took extended leaves of absence, satisfying the following conditions (persons):<br/>① Extended leave of absence of 30 or more consecutive calendar days<br/>② Personal illness or injury leave, absence from or leave of absence, except for leave with pay<br/>③ Applicable illness: Personal illness or injury</li> <li>• B: Total number of employees (persons)</li> </ul>            | <ul style="list-style-type: none"> <li>• Employees of the Kao Group in Japan</li> <li>* To expand to all employees of the Kao Group</li> </ul> |              |             |           |
| Human capital development        | Affirmative answer rate to a question on “Development Opportunities & Climate” on Find, our employee survey with voice of employees                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 75%          | 2030        | —         |
|                                  | A / B × 100 (%)                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• A: The number of affirmative answers to a question on “Development Opportunities &amp; Climate” on Find, our employee survey with voice of employees (answers)</li> <li>• B: The number of answers to a question on “Development Opportunities &amp; Climate” on Find, our employee survey with voice of employees (answers)</li> </ul>                                                                                 | • Employees of the Kao Group                                                                                                                   |              |             |           |
|                                  | Affirmative answer rate to a question on “Engagement/Employer of Choice” on Find, our employee survey with voice of employees                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 75%          | 2030        | —         |
|                                  | A / B × 100 (%)                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• A: The number of affirmative answers to a question on “Engagement/Employer of Choice” on Find, our employee survey with voice of employees (answers)</li> <li>• B: The number of answers to a question on “Engagement/Employer of Choice” on Find, our employee survey with voice of employees (answers)</li> </ul>                                                                                                     | • Employees of the Kao Group                                                                                                                   |              |             |           |
| Responsible chemicals management | % of chemical products and raw materials with disclosed information of benefit and safety to ensure safe usage for our customers                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 100%         | 2030        | —         |
|                                  | A / B × 100 (%)                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• A: The number of chemical substances for which risk assessments are done and safety assessment documents are made, and are disclosed on the website (substances)</li> <li>• B: The number of Kao prioritized chemical substances selected from 2020 to 2030 according to production amounts, emissions amounts and public concern (substances)</li> </ul>                                                               | • Substances handled by the Kao Group                                                                                                          |              |             |           |
|                                  | % of areas where impacts on health, environment and safety from chemicals are managed responsibly and sustainably considering their stages from raw materials procurements to disposal |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                | 100%         | 2030        | —         |
|                                  | $\frac{(A_1 + A_2 + \dots + A_n) + \dots + (A_1 + A_2 + \dots + A_n)}{(B_1 + B_2 + \dots + B_n) + \dots + (B_1 + B_2 + \dots + B_n)} \times 100 (\%)$                                  | <ul style="list-style-type: none"> <li>• A: The number of items assessed by risk assessments for chemical substances (items)</li> <li>• B: The number of target items of risk assessments for chemical substances (items)</li> <li>• C: The number of factories (factories)</li> <li>• D: The number of target items of risk assessments (① Display of GHG at workplaces, ② Maintenance of SDS, ③ Qualitative assessment, ④ Measures to reduce risks)</li> </ul> | • Factories owned by the Kao Group                                                                                                             |              |             |           |