

Effective corporate governance 102-12, 102-15, 102-16, 103-1, 103-2

We will steadily implement our ESG Strategy through examining our corporate governance system whenever necessary, and conducting fair and honest business activities while acting in accordance with laws and ethics and responding to changes in society. All of this will contribute to creating a global presence for Kao.



Please see the following for corporate governance activities related to our management structure.

- ➔ Kao Sustainability Data Book 2020 Corporate Governance
- ➔ Integrated Report 2020 Corporate Governance Initiatives
- ➔ Corporate Governance Report

Kao's creating value to address social issues

Social issues we are aware of

There have been many reports of data falsification and other improprieties in the manufacturing industry in recent years, leading to distrust of the manufacturing industry as a whole. As a consequence, *Yoki-Monozukuri* that complies with laws and ethics is becoming increasingly necessary to maintain and improve our competitiveness. In addition, in many cases the improprieties went on for years without being viewed as problematic. We see creation of an open workplace atmosphere, in which discovered improprieties are immediately reported to management and an appropriate response is taken, as a key issue.

There are also a growing number of cases of power harassment, due in part to an increasingly diverse workforce and managers with outdated values, as well as sexual harassment, marked by a lack of consideration for the other party. We believe that to prevent these instances and achieve social progress, it is important to create efficient and highly productive workplaces that allow all people to work on an equal standing. Legislation on preventing power harassment is also being enacted in Japan in 2020, and we will continue our activities to thoroughly prevent harassment.

Kao's creating value

We see our mission as contributing to society through

Yoki-Monozukuri, based on contributing to the SDGs in our business activities with our value of Integrity (to behave lawfully and ethically and conduct fair and honest business activities) handed down from our founder. We will continue to implement *Yoki-Monozukuri* that complies with laws and ethical principles.

We are also creating workplaces with an open atmosphere that allow talented human capital to fully demonstrate their abilities on an equal standing.

Risks related to realization of our vision by 2030

As competition intensifies globally, there is concern of growing temptation to commit impropriety, including factors such as difficulty in achieving product differentiation, meeting product launch schedules and delivery timelines, and increasing profit. The risk of harassment from the generational gap in values and growing employee diversity is also increasing.

Opportunities related to realization of our vision by 2030

As a result of conducting our business with Integrity as one of our most important values, we are highly regarded by society in terms of sustainability and compliance. This leads to increasing trust on the part of consumers, shareholders and other stakeholders in our products and our company, and also makes it easier for us to hire and retain talented human capital.

Contributions to the SDGs



Policies

We regard our value of Integrity as the starting point of compliance, and promote it as a foundation for earning the respect and trust of all stakeholders.

To ensure greater efficacy of the Kao Business Conduct Guidelines (BCG) that embody Integrity, we are implementing activities focused on reducing serious compliance risks, and activities designed to create an open workplace atmosphere that allows discovered improprieties to be immediately reported to management and an appropriate response promptly be taken.

Anti-bribery and anti-corruption are clearly defined in the BCG as well, and we have also established the Kao Anti-bribery (anti-corruption) Guidelines, which specify the standards and prior reporting obligations for giving and receiving of entertainment and gifts as well as rules for preventing corruption, including evaluating bribery risks when selecting vendors and renewing vendor contracts.

Education and promotion

Our compliance training system is as follows.

Compliance training system

Region	Theme	Target group	Objective	Frequency
Globally common	New Employee Orientation	New employees	Study our compliance approach and the BCG	On joining
	Manager training	Japan: New managers Outside Japan: Managers	Group work to build managers' awareness for compliance risk reduction	Japan: At time of promotion to manager Outside Japan: Every 3 years
	Trainings by division leaders	Managers/ Non-Manager employees	Division leaders directly communicate the message to employees to make compliance relevant to them personally	Once every 2 years (alternate each year between Japan/outside Japan)
	BCG refresher test + compliance awareness survey	Executives/ Managers/Non-Manager employees	Revisit the BCG and identify divisions with high compliance risks	Once every 2 years (alternate each year between Japan/outside Japan)
	Compliance Awareness Month	Managers/Non-Manager employees	Periodically revisit and review the importance of compliance	Once a year (in October)
	BCG Casebook	Managers/Non-Manager employees	Study the BCG using specific cases	Revise after revisions to the BCG
	Compliance case studies	All employees	Study compliance points to keep in mind through cases at Kao and other companies	Japan: Every month Outside Japan: Twice a year (April, October)
Japan	SCM Division ①Basic course ②Leading staff level summary training	①Employees in their third year ②Leaders	①Study compliance and BCG content that should be given particular attention in SCM ②Division work using specific cases	①Third year at the company ②At time of promotion
Outside Japan	Integrity Workshop	New employees	Study the BCG's content using examples related to each topic and in a group discussion format	Once within 3 years from joining the company

Employees take compliance training designed to learn their role when those roles change significantly, including when they join the company, when they are promoted to managerial positions, and when they assume responsibility for subsidiaries outside Japan.

In addition, all employees participate in the training organized by the leader of their division and take a BCG refresher test to periodically give them opportunities to review and maintain their awareness for compliance. One month of the year is also designated as Compliance Awareness Month, and the importance of thoughtful words and actions as well as an open organizational culture is communicated among other topics. Education related to laws and ordinances is planned and conducted by designated managing divisions.

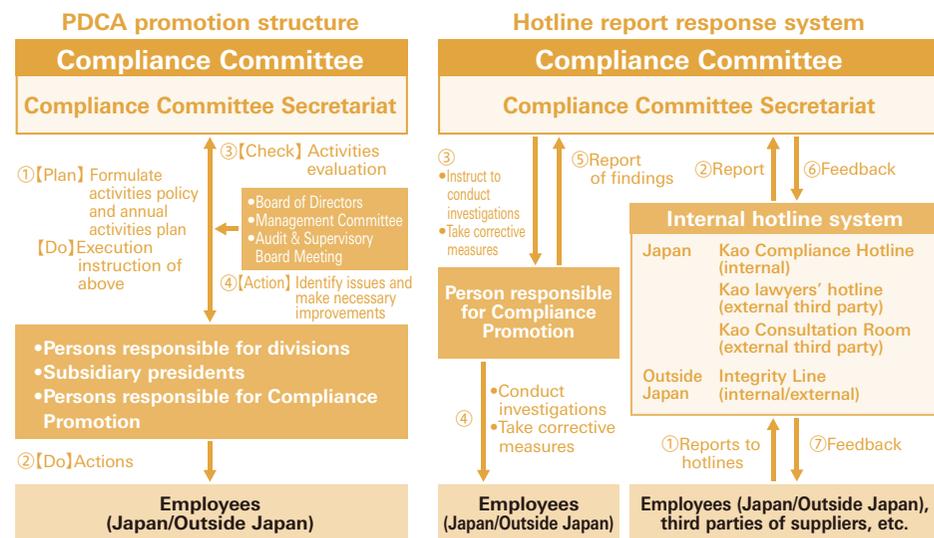
Collaboration and engagement with stakeholders

The BCG clearly states gaining understanding and support for the BCG among vendors as well and encouraging conduct based on this, and promotes human rights and other fields in order of priority.

Framework

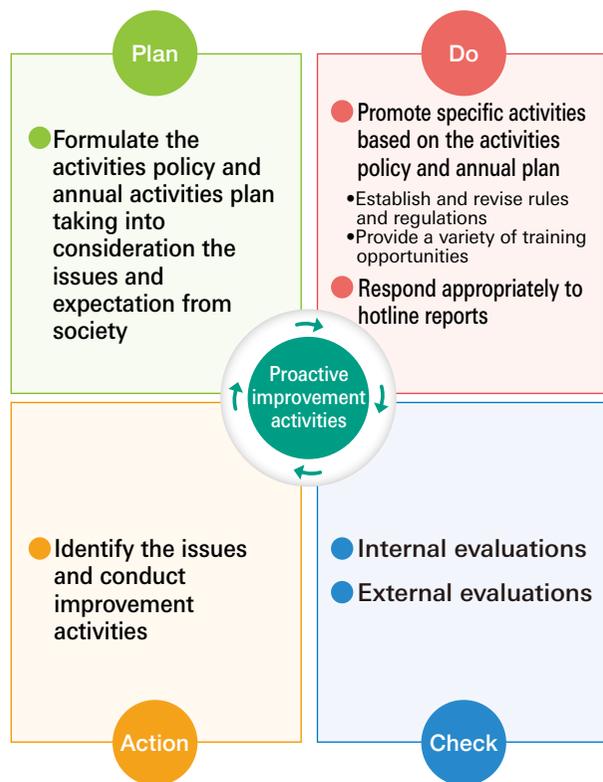
We have set up the following framework to implement the PDCA cycle for compliance, and to respond appropriately to reported incidents. The PDCA cycle framework consists of policies, an annual plan and specific activities to implement these devised by the Compliance Committee, comprising division leaders and other members, and its secretariat, with directives for implementation given to persons responsible for divisions and subsidiaries. The activities are evaluated by the Board of Directors among others, and the evaluations are used to inform improvement activities. The framework for responding to reported incidents involves a shared group hotline, the Compliance Committee, which receives hotline reports, investigation by the Compliance Committee or the person responsible for compliance promotion at subsidiaries, and the necessary corrective measures taken to resolve matters.

PDCA promotion structure and Response Process for Compliance Hotline Reports



PDCA cycle to continuously improve compliance

Compliance promotion activities are implemented using the PDCA cycle shown below. The Compliance Committee creates the policy and annual plan, and the Compliance Committee Secretariat breaks it down into specific activities that are then implemented. The implemented activities are evaluated, and identified issues and improvements are reported to inform the planning to be drafted from the following year onward.



Plan/Do

We have established the Compliance Committee, chaired by the Representative Director and Senior Managing Executive Officer, and comprised of representatives of relevant divisions and affiliated companies.

This committee meets every six months to review the following activities and devise promotional measures to mitigate serious compliance risks and ensure Integrity.

1. Decide the activities policy to ensure Integrity.
2. Finalize the establishment and revision of the Kao Business Conduct Guidelines (BCG) and other internal compliance-related rules and regulations.
3. Decide the annual plan for educational and awareness-raising activities to instill and establish Integrity within and outside Japan.
4. Confirm the operation and response status of compliance hotlines. We also propose necessary amendments to compliance-related rules and regulations and make annual activities report to the Board of Directors.

The Compliance Committee has a secretariat led by the Compliance Department. At the secretariat meeting held each month, members of the secretariat confirm and review the appropriateness of responses to all reports made to compliance hotlines both inside and outside Japan. They also draft and implement plans for specific activities and promote activities in accordance with decisions by the Compliance Committee.

Check

Internal evaluation

● Opinions from the Board of Directors

Summary reports are made quarterly to the Management Committee on compliance incidents including incidents reported to the compliance hotlines, in addition to which the Management Committee summary reports and annual activities reports are also made to the Board of Directors.

The Board of Directors monitors and evaluates these activities, and its evaluation and opinions are used to improve the activities through the PDCA cycle.

● Issues identified from compliance hotlines

Reported incidents are regularly analyzed, and steps are taken based on identified trends, such as making necessary changes to the framework, conducting in-house education and promoting awareness.

● Issues identified from risk surveys

We conduct a risk survey that includes compliance risks every year, and identify risk areas and specific risk scenarios based on the results, after which we take the necessary steps while coordinating with the relevant divisions.

● Audits by the Department of Internal Audit

The Audit and Supervisory Board Members and the Department of Internal Audit regularly conduct operations audits for all group companies and divisions, which also include compliance-related audit items such as verifying conduct based on compliance-related internal guidelines.

● Activities that involve listening to employees' opinions

The Compliance Committee secretariat creates opportunities for dialogue with employees of the group companies inside and outside Japan when visiting them to conduct trainings and on other occasions. Comments concerning current compliance activities are received, along with requests and proposals for new activities.

● Employee awareness survey

The group monitors the extent of compliance awareness among employees through the company-wide employee survey *Find*, which is conducted every other year.

A survey is also conducted every other year on such things as the open atmosphere of various organizations by the Compliance Committee.

External evaluations

● Feedback from third-party organizations, external evaluation organizations, etc.

By answering socially responsible investing (SRI) questionnaire items that incorporate societal expectations and exchanging information with other companies, we incorporate items where we have not yet taken action into the next year's activities as necessary.

Mid- to long-term targets and performance

Mid- to long-term targets

1. Contribute to *Yoki-Monozukuri* through a commitment to Integrity and prevent incidents of damage.
2. Minimize damage by creating workplaces with an open atmosphere that allows improprieties to be reported at an early stage and the appropriate response to be taken.
3. Maximize utilization of human capital by ensuring that people's language and conduct are considerate of the other person's position and by creating workplaces in which all people are able to work on an equal standing.

Anticipated benefits from achieving mid- to long-term targets

Business impacts

- Avoid incidents of loss due to improprieties and reduced trust in Kao products.
- Minimize damage by avoiding expanding or prolonging impacts by discovering improprieties at an early stage and taking an appropriate response.
- Realize high-quality outcomes more efficiently and retain, hire and fully utilize talented human capital by creating work-friendly workplaces for employees.

Social impacts

- By preventing improprieties and realizing higher quality outcomes, provide products and services through improved *Yoki-Monozukuri* including a focus on the environment.
- Maintain and improve the trust placed in us by stakeholders starting with shareholders and society.

2030 long-term targets

- Establish and maintain our legal compliance structure inside and outside Japan to ensure consistent *Yoki-Monozukuri*.
- Conduct activities focused on high-risk areas to efficiently prevent serious compliance violations.
- Clarify the reporting rules and make them well-known and followed to promote early reporting and appropriate handling of improprieties.
- Establish our policy related to harassment prevention and other necessary internal regulations, and make them well-known and followed, to realize workplaces where people find it easy to work.

Performance in 2019

1. Compliance risk reduction activities

Legal compliance structural reorganization

We have clarified the managing division for promoting compliance with 248 laws and ordinances that apply to our worksites in Japan. For 44 laws and ordinances of particular importance, in 2019 we prioritized confirmation of whether the implementation status of the managing division's legal compliance plan was appropriately monitored. We have also begun building our compliance structure in countries and regions in Asia, Europe and the Americas.

Reduction of risk not covered by legal compliance activities

In our 2018 risk survey, we identified social media risks and data falsification as serious compliance risks not covered by legal compliance activities. In 2019, we continued compliance activities led by the divisions in charge and activities to enhance employee compliance literacy.



→ p. 140 Our initiatives: Activities to reduce compliance risks

2. Activities to foster and establish compliance awareness

Amending the Kao Business Conduct Guidelines (BCG)

We revised the BCG in April 2019 to address expectations from society and make it easier for employees to understand. To have the revised BCG become well-known and followed group-wide, we translated it into the necessary languages and then had each group company inside and outside Japan approve

it, followed by briefings to employees on the revised content.



→ p. 140 Our initiatives: Revising the Kao Business Conduct Guidelines (BCG)

Compliance education activities

- Held briefings on the revised BCG (approx. 36,000 people inside and outside Japan).
- Held discussions on compliance risks at new manager trainings in Japan (approx. 390 people).
- Conducted a BCG refresher test and awareness survey in Japan (approx. 24,350 people).
- Held compliance trainings linked to trainings on the Kao Way, our corporate philosophy, in the United States, Vietnam and Malaysia (total of approx. 150 people).
- Established October as Compliance Awareness Month as in past years, displayed Compliance Awareness Month posters and communicated other information.
- Globally conducted the compliance trainings in 2019 led by the President and executive officers that were held in Japan in 2018. Took steps to communicate to individual employees the necessity of fostering an open atmosphere in organizations and reporting incidents at an early stage (approx. 11,000 people).



→ p. 141 Our initiatives: Compliance education/ Compliance Awareness Month

3. Compliance promotion system development

With the following measures, we have put in place a system designed to reduce risk by detecting compliance-related problems at an early stage and appropriately resolving them.

- Serious compliance incidents are regularly reported to the Compliance Committee, the Management Committee, the Audit & Supervisory Board Members, the Board of Directors and other groups, and the appropriateness of the response evaluated.
- In addition to the overseas hotlines, an anonymous hotline was set up and put into operation in Japan in May 2019.
- We have established Rules for Operating Compliance Hotlines to heighten trust in the compliance hotlines and so that people feel reassured when making reports or seeking consultation. We will work to make the reporting regulations well-known.



→ p. 142 Our initiatives: Compliance hotlines

4. Evaluation activities

- In Japan, we conduct a compliance awareness survey to measure how established compliance activities are and the atmosphere at workplaces.
- We identify issues and conduct improvement activities through information exchanges with other companies and responses to external evaluation survey.



→ p. 143 Our initiatives: Evaluation activities

5. External evaluations

In 2019, Kao was again recognized as one of the World's Most Ethical Companies®.



→ p. 143 Our initiatives: Fourteen consecutive years on one of the World's Most Ethical Companies® 2020 list

Current issues

1. Reinforcement of monitoring of our legal compliance status.
2. Increase in harassment incidents.
3. Ensuring early reporting of compliance incidents.

Future actions

1. Ensuring compliance with important laws and reorganization of the overseas legal compliance structure.
2. Enhancing prevention of serious compliance incidents by taking action for legislation enacted to prevent power harassment and so on.
3. Making hotline regulations and reporting rules when a compliance incident arises well-known and followed.

Our initiatives

Activities to reduce compliance risks

To reduce serious compliance risks, we continued upgrading our legal compliance structure in 2019 following steps taken in 2018, and took appropriate actions for serious compliance risks not covered by our legal compliance activities.

Reinforcement of our legal compliance structure (Enhanced monitoring of promotion activities)

In 2018, we reorganized our legal compliance structure to place responsibility for legal compliance with executive officers in charge of divisions. Specifically, we decided the divisions in charge for promoting legal compliance with the 248 laws and ordinances that apply to worksites in Japan. For 44 laws and ordinances of particular importance among the 248, we drafted an annual compliance promotion plan, required a report on its implementation and monitored compliance promotion activities.

To ensure the function of the legal compliance structure in Japan, in 2019 we confirmed whether the activities by divisions in charge targeting the important laws and ordinances were appropriately monitored by other divisions and organizations. In addition, for compliance with overseas laws and ordinances, we exchanged opinions with local persons responsible for legal affairs on how to build systems to gauge activities in countries and regions.

Reduction of risk not covered by legal compliance activities

From the results of an internal risk survey conducted in 2018, we identified social media risks and data falsification as serious compliance risks not covered by our legal compliance activities.

In 2019, we took steps to enhance social media literacy and to build appropriate advertising understanding from the viewpoint of respect for human rights.

For data falsification, we envisioned specific scenarios where data falsification could occur and drafted and implemented effective prevention measures.

Revising the Kao Business Conduct Guidelines (BCG)

The Kao Business Conduct Guidelines (BCG) serve as our code of conduct for practicing the Kao Way, our corporate philosophy. The content is regularly revised based on expectations from society, our circumstances and other factors, and was revised in April 2019.

The major objectives of the revision were to clarify our commitment to contributing to the realization of the SDGs, improve the effectiveness of our internal reporting system, streamline redundant language and reorganize sections to make them easier to understand (consolidating 11 sections into 9).

The revised content was approved by the Board of Directors or the Management Committee of subsidiaries for which the BCG apply, and briefing sessions to communicate the revised content were held. In addition, joint ventures not controlled by Kao were informed of the revisions. A briefing was also held at the annual vendor summit for raw materials suppliers to communicate the BCG's content as well as the necessity of reporting problems that arise at an early stage and the importance of the compliance hotlines.

Deployment of the BCG Casebook and other compliance-related rules

The Kao Business Conduct Guidelines Casebook, which covers possible scenarios relating to the BCG in a Q&A format, has been compiled in Japanese, English and 17 other languages.

In addition, the BCG explicitly defines anti-corruption compliance regardless of the identity of the other party and bans facilitation payments, which are payments of small amounts made to individual government officials. Making political donations is also prohibited in the BCG and in the Donation Guidelines. Moreover, the Kao Anti-bribery (anti-corruption) Guidelines, which describe the approval procedures and rules for giving and receiving of entertainment and gifts and notification procedures relating to invitations to government officials, have been adopted, including at the group companies outside Japan.

In addition to the above, the Kao Guidelines for Avoiding Conflicts of Interest have also been adopted at the group companies both inside and outside Japan, and require approval or notification in situations of individuals having involvement in competition or transactions with group companies, investments in companies that engage in such competition or transactions, financial loans and so on with group companies, and close relatives engaging in such acts.

Annual confirmation

Once a year, we confirm the submission of reports to the Compliance Committee secretariat regarding

matters pertinent to the Guidelines for Avoiding Conflicts of Interest and the Anti-bribery (anti-corruption) Guidelines with respect to members of the Board of Directors, the Audit and Supervisory Board members, officers and employees.

In addition, we investigate the function of the Anti-bribery (anti-corruption) Checklist used when selecting new cross-border distributors and new intermediaries or renewing contracts with existing ones.

Compliance education

To deepen employees' understanding of the BCG and other compliance-related rules and regulations, we hold classroom-based training for new employees, newly appointed managers, and group company employees (including managers) outside Japan. In addition, a BCG refresher test is given every other year to check knowledge of BCG content.

In 2019, we conducted regional educational programs using group discussions to bring up cases of compliance violations that could potentially arise at participants' worksites, the causes of such violations and countermeasures to make the compliance content personally relevant to participants.

New manager trainings

New manager trainings in Japan included the above group discussion type program.

Many participants offered feedback such as, "Through the discussions, I was able to think deeply about the compliance risks that could occur in our workplaces and how to prevent them, and I want to put these ideas into practice back in my workplace." (No. of participants: approx. 390)

Compliance trainings linked with the Kao Way

We also held the group discussion type training linked with training on the Kao Way, our corporate philosophy, in the United States, Vietnam and Malaysia. (No. of participants: total of approx. 150)

Compliance trainings led by regional leaders and company presidents (global)

We held compliance trainings in global regions and countries with regional leaders and company presidents serving as instructors for the purpose of having participants internalize Integrity and creating an open workplace atmosphere that allows improprieties to be reported at an early stage and appropriately dealt with.

They gave lectures on the importance of the first report when a compliance violation occurs, how to ensure your words and actions show consideration for the other party, and achieving an open atmosphere in workplaces by setting an example.

Having regional leaders and company presidents talk about these topics in their own words made compliance more immediate and accessible for employees. (No. of participants: approx. 11,000)

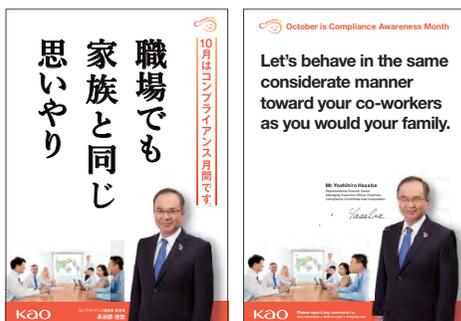
Compliance Awareness Month

At Kao, we have designated October as Compliance Awareness Month, with the aim of encouraging employees to view compliance as something that is directly relevant to them, and hold various activities to instill compliance awareness inside and outside Japan.

In 2019, the message from the Compliance

Committee chairperson was “Let’s behave in the same considerate manner toward your co-workers as you would your family,” and we conducted activities to realize an enthusiastic workplace atmosphere by building awareness for workplace communication that gives consideration to others’ feelings.

The message from the Compliance Committee chairperson was disseminated via the company intranet and displayed on posters as in past years. Posters with compliance messages were also created by regional leaders and company presidents globally and communicated along with case studies.



The Compliance Awareness Month poster displayed at worksites in countries and regions

Compliance Hotlines

According to the needs of each country and region, group companies have established either both internal and external compliance hotlines or only external hotlines.

In operating the hotlines, after confirming the caller’s wishes, companies take steps to respect the individual’s privacy and strive to the maximum extent possible to ensure that callers suffer no retaliation or disadvantage as a result of their good-faith consultation. In principle, companies also receive the

caller’s consent when an investigation of related parties is conducted. Anonymous inquiries are accepted, but callers are encouraged to identify themselves to facilitate proper investigation.

In 2019, there were 409 reports made to the hotlines (including group companies outside Japan), which also encompassed reports from management lines. Of these reports, excluding ongoing cases and reports handled by the management lines and external hotlines, about 60% were minor in nature and ultimately resolved or closed through responses from the secretariat or in face-to-face meetings with the caller. The remaining 40% were handled with measures such as warnings to the person in question based on investigations of the matters, including face-to-face meetings with multiple relevant persons. Further breakdown of the reports received reveals that items related to harassment, including sexual and power harassment, abuse of authority and bullying, represented roughly 30% of the total, while items including those related to miscommunication at workplaces, working conditions and employment, represented around 40%. Together, these two categories comprised approximately 70% of reports. No particular trends were observed in the organizations, worksites or occupations to which callers belonged.

Response framework in Japan

In Japan, we have established internal compliance hotlines operated by the Compliance Committee secretariat and external hotlines operated by outside lawyers and clinical psychologists. Internal hotlines and external hotlines operated by lawyers accept reports and consultations not only from our employees but also from related parties including

business partners. Since May 2019, employees can not only make reports anonymously, but we also began operating a hotline where it is possible to leave feedback. As a result, we are receiving a rising number of calls to the hotlines.

Response framework outside Japan

We set up the Integrity Line, operated by an outside service provider, at the group companies outside Japan. The Integrity Line is able to receive calls 24 hours a day, 365 days a year in the home country language. Most group companies have established internal compliance hotlines in which the company’s HR manager or other representative handles inquiries.

In 2019, we publicized the hotlines at group company compliance seminars and during Compliance Awareness Month.

Response to compliance violations, and legal violations in 2019

Under “Walking the right path” in the Kirei Lifestyle Plan announced in April 2019, we set the indicator of zero serious compliance violations.

These serious compliance violations refer to compliance violations that significantly impact management and result in significant loss to our corporate value. They are decided based on the malicious nature of the violation (importance/seriousness of the legal infraction, intent, continuity, organizational nature), the internal and external impacts of the violation, and deliberation by the Compliance Committee and the Management

Committee, and reported to the Board of Directors. There were no such serious compliance violations that apply to the above.

In addition, through our participation in committees, working groups, etc. of trade associations, we convey opinions that could influence enactment and revision of laws to the government. Apart from membership fees to these trade associations, it was verified that no donations were made regarding political campaigns or organizations, lobbying, trade associations, tax-exempt entities or other groups whose role is to influence political campaigns or public policy and legislation in 2019.

There were a total of 23 cases within and outside Japan that resulted in persons leaving their companies (including resignation under instruction). These included cases involving violations of safety management rules, theft and embezzlement, falsified reporting of work hours, harassment and serious traffic violations. To prevent occurrences of these cases, we have made efforts to thoroughly establish our core value of Integrity through internal educational activities. There were a high number of harassment incidents in particular, and we focused our efforts on preventing harassment, as it hinders employees from working with enthusiasm and achieving greater outcomes.

Fourteen consecutive years on one of the World's Most Ethical Companies® 2020 list

In February 2020, Kao was recognized as one of the World's Most Ethical Companies® 2020 by the U.S.-

based think tank Ethisphere Institute. We have been named to the list 14 straight years since the award's inception in 2007. We are the only Japanese company, and the only manufacturer of fast-moving consumer goods and chemicals in the world to be honored for 14 consecutive years.

Selection of companies for the list is based on the evaluation of five factors: 1) Corporate Ethics and Compliance Program; 2) Corporate Citizenship and Responsibility; 3) Culture of Ethics; 4) Corporate Governance; and 5) Leadership, Innovation and Reputation.

This recognition reflects the fact that the spirit of Integrity passed down from our founder continues to be implemented by all Kao Group members in day to day operations through practice of the Kao Way and the Kao Business Conduct Guideline (BCG).



Evaluation activities

In 2019, we conducted a compliance awareness survey in Japan to measure how established compliance activities are and the atmosphere at workplaces. Based on the survey responses, in 2020 we plan to conduct activities designed to improve organizations with issues in their atmosphere and other areas.

In 2019, we exchanged information about compliance activities with six companies and responded to questionnaires on SRI and the like from 13 vendors and institutes. Through these responses, we reviewed our identification of issues and future-oriented response, and will incorporate these into our 2020 activities.

Sharing our insights on compliance with outside groups

Five times between July and September 2019, Executive Officer, Senior Vice President of the Legal and Compliance Division attended sessions to share opinions on principles for preventing corporate scandals. Based on these sessions, Japan Exchange Regulation released a compilation of case studies for preventing misconduct on the website in November of the same year. This compilation introduces specific initiatives to prevent misconduct implemented by the companies participating in the opinion exchange sessions to serve as a useful guide for people involved in similar initiatives. He also participated in a roundtable discussion on "Peacetime Initiatives to Reduce Compliance Risks" sponsored by Japan Institute of Business Law, and the contents were published in "Junkan Shojihome" (organ magazine) number 2218.

In July 2019, he also gave a lecture at Doshisha University on the role of corporate legal affairs and the importance of ethics and compliance activities.