

Stakeholder Engagement 102-40

Kao's important stakeholders include consumers and customers as well as suppliers, employees, local communities, national and local governments, non-governmental and non-profit organizations (NGOs / NPOs), academia, industry groups and peer companies, and shareholders and investors.

In the Kao Way, our corporate philosophy, we define our vision as this: "We aim

to be the global group of companies that is closest to the consumers and customers in each market, earning the respect and trust of all stakeholders." Through two-way communication with stakeholders, we deepen mutual understanding and provide information useful to society and daily life, and use feedback we receive to improve our corporate activities and services.

Important Kao stakeholders

Employees

Recognizing that the vitality born from diversity supports our business growth, we create the conditions and culture that allow diverse employees to demonstrate their capacities and individuality to the maximum extent as well as enable both personal and company growth.

Consumers / Customers

We aim to utilize feedback in developing new products and services and improving products by listening to the concerns and opinions of consumers and customers and engaging in close communication.

Suppliers

We consider suppliers as our business partners vital to *Yoki-Monozukuri* and undertake procurement activities according to the Guidelines for Supplier's Assessment, including compliance with laws, regulations and social norms, protection of human rights, assurance of health and safety and fair trade.

Shareholders / Investors

We earn the trust and meet the expectations of shareholders and investors by striving to raise our corporate value, proactively disclosing information and engaging in communication activities.

National and local governments

Maintaining healthy and equal relationships with national governments is defined in the Kao Business Conduct Guidelines. Based upon this, we participate in and exchange opinions with government organizations that are closely related to our business. We also cooperate with local governments in efforts to resolve social issues in communities.

Local communities

We strive to co-exist with local communities by understanding the impacts of our business activities on local communities, conducting business activities to meet the demands of local communities and engaging in communication activities.

NGOs / NPOs

Through dialogue and collaboration, we gain a deeper understanding of society's demands, and we work together to resolve global environmental issues and issues faced by society through our business activities.

Academia

We not only share knowledge and broadly engage in opinion exchanges for mutual benefit, we also aim to make joint contributions to society and create innovative returns.

Industry groups / Peer companies

We contribute to the development of various industries by working to address common demands from society on a shared industry basis.

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Stakeholder engagement

Stakeholders	Communication methods and frequency	Related pages
Employees	<ul style="list-style-type: none"> • Kao Forum: Twice a year • Welfare committees: Monthly • <i>Find</i> (employee survey): Every other year • Health and Safety Committee / Committee on Health and Welfare: Monthly • Standardization of systems: As needed • Equal Partnership promotion activities: As needed • Support for employee health: As needed • Communication events: As needed 	<ul style="list-style-type: none"> • Human capital development • Inclusive & diverse workplaces • Employee wellbeing & safety
Consumers / Customers	<p>Consumers</p> <ul style="list-style-type: none"> • Consumer consultations: As needed • Environmental events: As needed • Communication events: As needed • Communication center for <i>Relief</i> adult diaper users: As needed • Home visits to consumer monitors: As needed <p>Chemical and Professional-use Product Customers (Suppliers)</p> <ul style="list-style-type: none"> • Opinion exchange meetings with distributors: Twice a year • Workshop and plant tours for new employees at distributors: Every other year • Lectures on sanitation: As needed <p>Consumer Product Retailers (Suppliers)</p> <ul style="list-style-type: none"> • Business planning meetings with retailers: Twice a year • New product presentations: As needed • Product study meetings: As needed 	<ul style="list-style-type: none"> • Improved quality of life • Universal product design • Sustainable lifestyle promotion • Decarbonization • Zero waste • Effective corporate governance • Respecting human rights
Suppliers	<ul style="list-style-type: none"> • Quality Improvement Meetings: Yearly • Monitoring of compliance status with Guidelines for Supplier's Assessment: As needed • Supplier satisfaction surveys: Every three years • Vendor Summits: Yearly 	<ul style="list-style-type: none"> • Responsibly sourced raw materials • Zero waste • Effective corporate governance
Shareholders / Investors	<ul style="list-style-type: none"> • General Meeting of Shareholders: Once a year • Financial results briefings: Four times a year • IR roadshow: As needed • Small meetings with the President: As needed • Business briefings and facility tours: As needed • IR meetings: As needed • Briefings for individual investors: As needed • Reports to shareholders: Issued twice a year • Integrated Report: Issued once a year 	<ul style="list-style-type: none"> • Corporate governance • Investor Relations websites www.kao.com/global/en/investor-relations/
National and local governments	<ul style="list-style-type: none"> • Committees, councils: As needed • Opinion exchanges: As needed • Environmental events: As needed • Communication events: As needed • Educational curriculum proposals: As needed 	<ul style="list-style-type: none"> • Improved quality of life • Habits for cleanliness, beauty & health • Universal product design • Purpose driven brands • Decarbonization • Zero waste • Air & water pollution prevention • Respecting human rights
Local communities	<ul style="list-style-type: none"> • Corporate citizenship activities: As needed • Education in the classroom: As needed • Activity (plant tour): As needed • Meetings and collaborations with local residents: As needed 	<ul style="list-style-type: none"> • Improved quality of life • Habits for cleanliness, beauty & health • Purpose driven brands • Responsibly sourced raw materials • Decarbonization • Respecting human rights
NGOs / NPOs	<ul style="list-style-type: none"> • Opinion exchanges: As needed • Environmental events: As needed • Communication events: As needed 	<ul style="list-style-type: none"> • Decarbonization • Zero waste • Water conservation
Academia	<ul style="list-style-type: none"> • Information exchanges: As needed • Joint research: As needed 	<ul style="list-style-type: none"> • Transformative innovation • Employee wellbeing & safety
Industry groups / Peer companies	<ul style="list-style-type: none"> • Committees, councils: As needed • Opinion exchanges: As needed • Provision of products and services: As needed 	<ul style="list-style-type: none"> • Safer healthier products • Sustainable lifestyle promotion • Air & water pollution prevention • Responsible chemicals management