

Our business is made possible throughout the entire product lifecycle by the various ecosystems that exist on the earth and the abundant natural bounty created from biodiversity.

Kao will vigorously undertake sustainable raw material procurement and development of new technologies for the effective use of limited resources as activities that can contribute to preventing the degradation of biodiversity, one of the most pressing issues shared by the entire world. We will also strive to reduce the impacts of our business on biodiversity as well as promote social activities that lead to biodiversity improvements in regions where we have business sites.

Kao's creating value to address social issues

Social issues we are aware of

In May 2019, IPBES* issued a report warning that more than 1 million species are risk of extinction. It also pointed out that there is a possibility that many of the targets set in the Aichi Biodiversity Targets, which are the individual target of the Strategic Plan for Biodiversity 2011-2020 adopted at the 10th Conference of the Parties (COP10) to the Convention on Biological Diversity held in Nagoya in 2010 will not be met, renewing our awareness of the need to take biodiversity conservation seriously with a strong sense of crisis.

Palm oil, a vegetable oil extracted from the fruit of the oil palm tree, is used in various foods and daily staples around the world, and we are one of the companies that enjoy its benefits. However, many serious problems are occurring in palm oil tree production regions including deforestation and the loss of biodiversity as well as human rights violations of local residents and farmworkers who live in those areas.

A major problem is the fact that it is not generally known that the biodiversity loss occurring globally today including that caused by palm oil corresponds closely to our consumption activities and economic activities. Each

one of us must be aware of the problems of biodiversity and consider ways to solve them. We recognize the vital importance of mainstreaming biodiversity concerns, which can be said to be the most important objective of the Aichi Biodiversity Targets.

* IPBES
Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services

Kao's creating value

IPBES believes that transformative change in economies, society, politics, and science and technology will be necessary in order to achieve the biodiversity targets. We are undertaking various initiatives so that the policies and targets specified by ESG management as well as innovative technologies that can solve social problems will lead to the prevention and restoration of the degradation of biodiversity and support the development of a sustainable society in the future.

We are contributing to the preservation of biodiversity from the following perspectives.

Development of a society that can continue to enjoy the benefits of biodiversity

With regard to palm oil, paper and pulp, which are our main raw materials, we set 2020 targets for confirming that there is no deforestation in the places of origin and

ensuring traceability and are implementing specific measures to achieve those targets such as mapping deforestation risks and investigating plants determined to pose high risks. We believe that expanding sustainable production of raw materials and establishing procurement systems that do not involve deforestation or human rights violations will contribute to the formation of a sustainable society that permanently maintains the benefits of biodiversity for all stakeholders.

Development and use of raw materials with minimal impact on biodiversity

We are developing and using raw materials that have minimal impact on biodiversity.

Palm oil is used in many of our products, and it is predicted that future demand will increase steadily as a result of population increases on a global scale, making deforestation and shortages of raw materials issues of concern. We continue to develop technologies that use natural, non-edible oil sources as alternatives to palm oil. We are developing oil production technologies that utilize Bio IOS, which is made from an oil raw material that in the past posed a challenge in use as a surfactant, as well as microalgae, which can be obtained in high yields.

Mainstreaming biodiversity

Promoting the procurement and consumption of sustainable palm oil through JaSPON (Japan Sustainable Palm Oil Network) to actively use certified materials and collaborate with other companies and various other measures such as encouraging employees to participate in business site green space conservation activities and outside biodiversity preservation activities contribute to mainstreaming biodiversity.

Risks related to realization of our vision by 2030

Future global scale population growth and economic development may increase demand for palm oil, paper, and pulp, which are our main necessary raw materials, even further. At the same time, procurement of sustainable raw materials that take into consideration biodiversity, human rights violations, and other issues may give rise to additional costs. However, if we do not give consideration to sustainability in procurement, the inability to procure raw materials over the long term may call our business survival into question. Furthermore, unless we undertake sustainable procurement of raw materials that addresses serious local issues including deforestation and human rights violations, there is a risk that our corporate reputation will be severely harmed and we will lose society's trust and have difficulty continuing to do business.

Opportunities related to realization of our vision by 2030

We established the Basic Policy on Biodiversity Preservation in 2011 and have been developing new technologies that can contribute to sustainable

procurement of raw materials and the preservation of biodiversity.

The Guidelines for Sustainable Procurement of Raw Materials, which were revised in 2014 sets targets for confirming zero deforestation in places of origin for palm oil, paper and pulp, and we are increasing the possibility of business continuity by taking specific measures to achieve sustainable procurement of raw materials in the future.

Bio IOS, a new surfactant that we developed, is a completely new technology that can solve various problems such as shortages of raw materials, which are concerns in conjunction with the global scale population increase, and applications are expected to expand.

Contributions to the SDGs



Policies

In 2010, we conducted risk analyses relating to biodiversity risks in business in 11 divisions believed to have close relationships with biodiversity, and based on the risks and issues identified, we drafted the Basic Policies on Conservation of Biodiversity in 2011. There are seven policies: (1) Identify the relationship between our business activities and biodiversity, (2) Reduce the impacts of our business activities on biodiversity, (3) Develop innovative technologies, (4) Comply with relevant international agreements, (5) Make efforts to conserve local ecosystems in the vicinity of our business activities, (6) Raise awareness of biodiversity among all employees, and (7) Pursue cooperation with external stakeholders. These policies are reviewed annually.



→ Basic policies on conservation of biodiversity
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/biodiversity-basic-policy.pdf

→ Action policies on conservation of biodiversity
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/biodiversity-action-policy.pdf

→ Introductions of Biodiversity Conservation Activities
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/eco_activities_03_04_02_001.pdf

Education and promotion

Education

After formulating the Basic Policies on Conservation of Biodiversity, we took other measures that we believe provide basic knowledge about biodiversity to employees by such means as e-learning courses for all employees of the Kao Group in Japan and annual environmental training for new employees. For employees outside of Japan, we are conducting information sharing and awareness-raising activities through such venues as the annual Global RC Meeting.

Awareness-raising

We undertake green space conservation activities at each business site in consideration of biodiversity and arrange events in which employees can participate. We also encourage employees to volunteer for outside biodiversity preservation programs. We aspire to deepen understanding of biodiversity among all employees through their active participation in these activities.

Collaboration and engagement with stakeholders

Promote sustainable raw materials procurement



→ Making thoughtful choices for society > Responsibly sourced raw materials

www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/klp-pr-2020-e-all.pdf#page=72

Ecosystem and biodiversity preservation activities in individual countries and regions

We have business sites around the world. Basic policies on biodiversity preservation are formulated by the head office, but the status of and approaches to biodiversity vary in different countries and regions. We believe that creating opportunities for the active exchange of opinions with various relevant stakeholders in each country and region including governmental agencies, NGOs/NPOs, and experts can facilitate the effective implementation of biodiversity preservation activities, and we make recommendations to the responsible personnel in each country and region.

Framework

We define preservation of biodiversity as one element of environmental conservation, which is a part of the Responsible Care activities undertaken by the RC Promotion Division. We establish policies, targets and plans relating to biodiversity and manage them along with the progress of measures under the Responsible Care Promotion Framework. Appropriate information sharing on the progress of measures is conducted at the twice annual RC Promotion Committee meetings and once annual Global RC Meeting (responsible executive officers participate in both meetings).

Mid- to long-term targets and performance

2020 mid-term targets

One of the 2020 mid-term targets in the Kao Environmental Statement announced in 2009 is the “implementation of measures to protect biodiversity through responsible raw materials procurement and other measures.” This was the first time that a target relating to biodiversity was established.

Subsequently, we established the Guidelines for Sustainable Procurement of Raw Materials and set detailed targets on zero deforestation and ensuring traceability as 2020 targets for palm oil, paper, and pulp, our main raw materials, and we are implementing measures to achieve those targets.

Anticipated benefits from achieving mid- to long-term targets

Business impacts

Considerable costs are involved in procuring sustainable raw materials, but we consider these activities an indispensable investment to make our business sustainable and a part of our social responsibility. We expect the results of these activities to boost our reputation substantially, and although it is difficult to measure the financial effects, we believe that direct and indirect financial benefits have occurred.

Social impacts

We hope that these various processes to achieve the 2020 targets relating to sustainable raw material procurement will lead to the restoration and recovery of forest environments at raw material procurement sites and respect for the human rights of local communities, allowing us to make progress toward achieving a sustainable society in the future.

Targets for 2020

Annual targets relating to biodiversity are set and managed each year within the RC targets managed through PDCA on a one-year activity unit basis. The 2020 targets are as follows.

1. Promote sustainable raw materials procurement

We will achieve 100% sustainable procurement of palm oil, paper and pulp by 2020.

2. Promote business and social contribution activities with consideration for local biodiversity

Based on the results of the biodiversity surveys of all Kao Group production sites conducted in 2018 and 2019, each site plans feasible biodiversity preservation activities and implements them.

3. Reduce use of copy paper

As an activity that all employees can participate in, we have started reducing the use of copy paper at the Kao Group in Japan. Our 2020 target is a 10% reduction in sheets printed per person compared to 2017.

4. Green procurement

We are promoting green procurement, which places priority on purchasing products with the least possible environmental impact. We have been taking action in this area based on Act on Promoting Green Procurement. We have set our 2020 target green purchasing rate in Japan at 100%.

Performance in 2019

Performance

1. Promote sustainable raw materials procurement

In order to achieve our 2020 targets, we promoted confirmation of both zero deforestation in and traceability to the place of origin.

2. Promote business and social contribution activities with consideration for local biodiversity

We completed biodiversity assessments at all production sites including those sites that we recently acquired.

3. Reduce use of copy paper

The number of sheets printed per person has been reduced by 15.7% compared to 2017, and the 2020 target has already been achieved.

4. Green procurement

Our green procurement rate in Japan was 90.2%.

Reviews of performance

We perceive a rise in internal awareness regarding biodiversity through exchanges of opinions with responsible personnel in each country and region through global conferences, on-site visits, and other means.

Our initiatives

Understanding relationships between business and biodiversity

The ecological footprint assessment completed in 2013 found that the majority of the environmental impact from our business activities resulted from carbon sinks, land on which oilseed crops were grown, cattle pastures, forests grown for pulp and paper, and fishing grounds affected by surfactants.



→ Ecological footprint of corporate activities (Japanese)
www.jstage.jst.go.jp/article/ilcaj/2011/0/2011_0_164/_pdf

We use LIME2 (the second version of the Japanese version of the Life-cycle Impact assessment Method based on Endpoint modeling), which enables quantification of comprehensive environmental impacts, to comprehensively assess the impacts of our products on various aspects of the environment. We conduct environmental impact assessments for 35 major product categories and gain an understanding of the balance of environmental aspects to benefit product development.



→ The change of environmental impact of compact laundry detergents by LIME2 analysis (Japanese)
www.jstage.jst.go.jp/article/lca/11/3/11_300/_pdf-char/ja

Reducing the impact of business on biodiversity

To reduce the various impacts on biodiversity of our business activities, we are continually implementing the following measures.

- Reduce the use of raw materials and switch to raw materials that can be sustainably procured and have lower environmental impact



→ Making thoughtful choices for society > Responsibly sourced raw materials
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/klp-pr-2020-e-all.pdf#page=72

- Reducing CO₂ emissions associated with business activities



→ Making the world healthier & cleaner > Decarbonization
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/klp-pr-2020-e-all.pdf#page=83

- Reduce the use of and impact on water resources



→ Making the world healthier & cleaner > Water conservation
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/klp-pr-2020-e-all.pdf#page=117

Technology development for valued use of the benefits of biodiversity

For many years, we have produced high-grade industrial alcohols using oil and fat raw materials with carbon numbers of 12 to 14 that can be collected from the fruit of oil palm trees and other sources for use in a variety of household products. As a result of many years of research in surface science, however, it is now possible to effectively use oil and fat raw materials with carbon numbers of 16 to 18, which in the past were difficult to use, to create Bio IOS, a new surfactant. Bio IOS is made from squeezed waste material from palm oil extracted from oil palm tree fruit and has already been put into practical use in Attack ZERO, a concentrated liquid laundry detergent.

In addition, we are conducting research to use algae as an alternative to palm oil, which has low environmental impact and will not result in competition by raw materials with food applications.

We believe that the ability to use materials that previously had been of limited use as new main ingredients in detergent and the expansion of possibilities to use oils that do not compete with food applications will contribute to the sustainable use of biodiversity.



→ Making thoughtful choices for society > Transformative product innovation
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/klp-pr-2020-e-all.pdf#page=68

Compliance with international agreements

We undertake business activities in accordance with international agreements and related national and regional laws on biodiversity determined by the Convention on Biological Diversity and its contracting parties, the Conference of the Parties.

In addition, we became the first in Japan to announce support for zero deforestation in the procurement targets set in the Guidelines for Sustainable Procurement of Raw Materials in 2014. We also signed the New York Declaration on Forests announced at the United Nations Climate Summit held in New York in September of that year.

2020 is the year for achieving the Aichi Biodiversity Targets. We are actively undertaking measures that will contribute to achieving those targets. For example, we are taking the following measures concerning “mainstreaming biodiversity,” the first target listed.

Products

We are actively promoting the introduction of FSC certified materials. In 2016, we became the first company in Japan to start using FSC-certified corrugated paper, and in 2017, we introduced FSC-certified paper used in packaging for powder laundry detergent. In 2018, we jointly announced the Forest Stewardship Council Certified Procurement Declaration together with six other companies in Japan.

Collaboration with other companies

We undertake measures to support the spread of sustainable palm oil in Japan. As a member of JaSPON (Japan Sustainable Palm Oil Network), which was

launched in 2019, we are collaborating with other companies to promote the procurement and consumption of sustainable palm oil.

Biodiversity Conservation Activity

Internally, we are carrying out green space conservation activities at all Kao Group sites with plants in consideration of biodiversity. Outside the company, we engage in activities that support the activities of groups that promote local green space conservation and support school teachers involved in biodiversity education.



Details of our activities contributing to the Aichi Biodiversity Targets are reported below.

→ [Introductions of Biodiversity Conservation Activities](http://www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/eco_activities_03_04_02_001.pdf)
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/eco_activities_03_04_02_001.pdf

Business activities with consideration for the local ecosystem

Implementing measures based on global biodiversity evaluation criteria

Biodiversity evaluation criteria were introduced in 2017 to determine the extent to which local biodiversity-conscious activities are being carried out at each location where we conduct business around the world, and in 2018 and 2019 we completed biodiversity evaluations at all production sites including those sites that we recently acquired. Each site formulated an action plan and targets for the next three years and is implementing measures. Going forward, we will confirm the progress of measures at each site based on the evaluation criteria and encourage activities globally.

The main objective of introducing these criteria is to contribute to conservation of the biodiversity of the local ecosystems of which individual sites enjoy the benefits by determining current conditions and actively undertaking biodiversity conservation at sites or in nearby green spaces with a clear understanding of targets. We further believe that through these activities, employee awareness of biodiversity conservation is raised and our thinking is communicated to many involved persons including local residents in an expanding circle of activity, thereby contributing to the mainstreaming of biodiversity.

Biodiversity 304-1, 304-2, 304-3

KSA Implements biodiversity assessment

Kao Specialties Americas LLC (KSA) is a company in High Point, North Carolina in the south of the United States, which owns the largest area of forest within the Kao Group. A mixed forests of various coniferous and broad-leaf trees spreads throughout the site, and a variety of living creatures including rare wild birds such as the wood thrush, which North Carolina has designated as an endangered species, inhabit the area. There is a natural unpaved walkway around the reservoir in this mixed forest, and adult and baby wild geese can be observed in the area around the water.

In 2019, KSA conducted a biodiversity assessment, verifying regional characteristics on and in the vicinity of the company site (geology, topography, hydrological cycle, ecosystems, etc.), vegetation (trees and herbaceous plants), invasive species, the current status and future possibilities of habitats for living organisms and monitoring organisms, and prepared a detailed report. The company also prepared a map that ecologically divides the green spaces at the site.

KSA is investigating future biodiversity conservation activities based on the results of this assessment. In addition, KSA began conducting biodiversity conservation activities that employees can participate in such as lectures on composting fallen leaves and dead branches, nature walks in conjunction with study sessions on organisms that live in the forest under the guidance of experts from High Point, and tree planting on the forest edge.

The mixed forest expanding throughout the KSA site



The reservoir



The natural walkway



A lecture on composting

Various wildlife can be observed at the KSA site



Adult and baby geese



A woodchuck

Biodiversity 304-1, 304-2, 304-3

Kawasaki Plant Biodiversity survey and birthwort conservation measures

In 2018, the Kawasaki Plant acquired ABINC certification from the Association for Business Innovation in harmony with Nature and Community (ABINC). Following acquisition, the plant undertook biodiversity conservation activities with a focus on the west green space, a key area.

From 2018 to 2019, periods when relatively large numbers of wildlife are observed were selected in each of the four seasons and biodiversity surveys were conducted four times by a company that specializes environmental surveys and so on. These surveys confirmed that 237 species of plants in 73 families, 21 species of birds in 15 families and 7 orders, and 100 species of insects in 59 families and 10 orders are present. It was also confirmed that four species of birds are engaged in breeding on the site.

A previous survey confirmed the presence of birthwort, which is the larval food plant of a species of Chinese windmill butterflies, and a total of 121 strains were found in scattered green spaces throughout the site outside of the west green space. In addition, the presence of Chinese windmill butterflies' larvae were confirmed in several grassy areas of the site, reconfirming that the Kawasaki Plant is a breeding site for the butterfly in the coastal area of Kawasaki city. The plant plans to monitor the numbers of birthwort and Chinese windmill butterflies in conjunction with its conservation measures.



A Chinese windmill butterfly that emerged from a chrysalis

Kawasaki Plant and Kashima Plant Participation in JBIB Ikimono Days and employee educational activities

Ikimono Days is a project sponsored by JBIB for participating companies to carry out wildlife monitoring and afforestation activities in their own green spaces or nearby green spaces from March to June with the aim of "mainstreaming biodiversity concerns"—set as a key Aichi Biodiversity Target. In 2019, we were involved through participation by the Kawasaki Plant and Kashima Plant.



→ JBIB Ikimono Days (Japanese)

jbib.org/news/1970/

* Won in the Let's Show Award, Biodiversity Action Award 2019

Kawasaki Plant

The Kawasaki Plant held a wildlife monitoring event in June for new employees with 25 people participating in total. After a lecture on biodiversity by an outside instructor, the participants observed wildlife living in a nearby green space and engaged in birthwort conservation activities. In addition, during the annual summer festival held in August, a wildlife observation session was held for employees and their children, and the children were overjoyed to find wildlife such as horned beetles. The parents and their children made birdhouses for wild birds and made prints using leaves they collected from the green space, and the event was a tremendous success.

The Kawasaki Plant Biodiversity Secretariat plans and conducts activities and events relating to wildlife such as those described above, sends periodic reports on activities with numerous photos to employees, and is working to increase understanding of biodiversity.



A wildlife observation session for employees and their children.

Kashima Plant

The Kashima Plant held a wildlife monitoring event in May mainly for new employees with 51 people participating in total. On the day of the event, new employees planted their own trees in the employee forest, which has been present for about 40 years since the plant was established, to commemorate their new employment with the company.

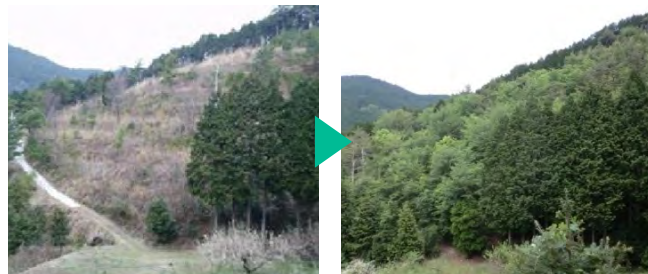
Wakayama Plant Activities to Protect Genetic Diversity in Enterprise Forest

“Enterprise Forest” is a collective name for forest environment preservation projects undertaken by businesses and others as a part of their CSR, social and environmental contribution activities and community dialogue activities.

This program was launched in Wakayama Prefecture in 2002, in advance of other regions in Japan, and today, activities are conducted by 82 organizations at 94 sites in the prefecture.

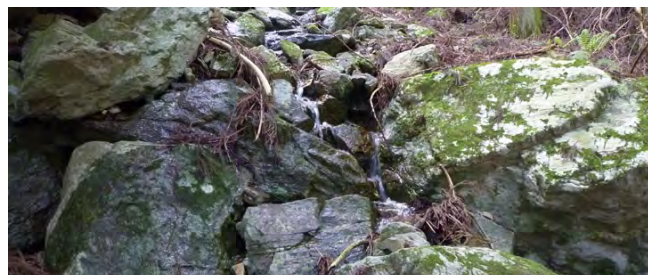
Kao Forest Kimino

In 2007, the Wakayama Plant leased 0.7 ha of forest near the Misato Observatory in Kimino-cho, a water source of the Kino River, from which the plant takes water for industrial use. A total of 700 trees of nine different species including chestnut oak and *konara* oak were planted on the site. As a result of ongoing annual conservation activities by employees and their families including cutting undergrowth in the approximately 10 years since then, the trees have grown and the forest is being restored.



Before conservation activities

Today



A clear stream flowing at the source



Employees and their families clearing undergrowth

Kao Forest Oishi

In 2017, the plant leased 0.8 ha of land near the Oishi Highlands (a prefectural nature reserve), which is known for its profuse Japanese silvergrass, to create the Kao Forest Oishi, a new site for conservation activities.

In the past, we made a request to perform Jigoshirae (preparing sites for tree thinning for forest development and renewal), which is usually consigned the local forest cooperative, on our own, and a total of 106 employees entered the dense forest, which had many cedar trees and vines, and used saws to carry out the removal work.

In addition, a forest restoration plan was created and investigated to protect the genetic diversity of the region using seedlings native to the area. This was the first enterprise forest undertaking in Wakayama Prefecture. With the cooperation of the land owner, maple, nutmeg, helwingia shrub seedlings were harvested, potted, and grown at the homes of multiple employees to protect them from the effects of intense heat and typhoons. In November 2018, employees and their families gathered at the prepared site and planted 67 seedlings of 8 species including maple,

konara oak, and mountain cherry. Signboards with illustrations of wildlife living near the activity area created by the children of employees were also unveiled.

The seedlings are protected by fences to keep animals out and are growing steadily. The activity site is divided into three conservation zones: a native species zone, where the tree seedlings were planted, a conifer zone, and a conifer-broadleaf mixed zone. Conservation measures are implemented according to the characteristics of each zone. Trees are planted as appropriate, and employees and their families are raising this forest with great care.



Watering a seedling being grown at an employee's home.



A family planting a tree.



Signboard with illustrations created by the children

Biodiversity 102-43, 304-1, 304-2, 304-3

Kao (Taiwan) Corporation Tree planting and preservation

In April 2019, Kao (Taiwan) planted a total of 700 seedlings on a vacant lot owned by the government in Hsinchu County, where the plant is located. A total of 130 persons including 103 Kao employee family members planted the trees during a commemorative event. At the same time, trees planted in the prior year were protected and pest control and soil and water conservation measures were also implemented. Employees who participated in the event learned about the trees that they planted and other topics from an NGO specialist who participated in the project, greatly increasing their knowledge of biodiversity.

Kao (Taiwan) has achieved its three-year tree-planting plan ahead of schedule. We hope that nurturing these forests will contribute to our ESG activities and the SDGs.



Kao employees and family members planting trees.

East Japan Green Restoration Monitoring Projects

Ten Kao employees participated in the East Japan Green Reconstruction Monitoring Project to investigate and monitor wildlife in areas affected by the Great East Japan Earthquake (sponsored by Earthwatch Japan) in 2019. The data obtained from the fieldwork are used for restoration plans that take into consideration conservation of ecosystems and rare species in the disaster area and the environment.



→Kao employees participate in East Japan Green Reconstruction Monitoring Project (Japanese)
www.kao.com/jp/corporate/sustainability/society/topics/society-20190820-001/

Collaboration with other organizations

We have been a founding member of the Japan Business Initiative for Biodiversity (JBIB), a group of companies that give serious consideration to biodiversity conservation initiatives and carry out specific measures, since 2008 and work with other participating companies. The organization has been divided into multiple working groups according to topic, holds monthly meetings on how to contribute to preserving biodiversity with companies in different industries and develops various events such as JBIB Ikimono Days (a participatory event for monitoring wildlife).

We also collaborate with stakeholders including the Organization for Landscape and Urban Green Infrastructure (Kao Creating Forest for Everyone program), the Organization for Industrial, Spiritual and Cultural Advancement (OISCA) (FURUSATO Environment Conservation Project in Northern Thailand), and Earthwatch Japan (Kao Earthwatch Teachers' Fellowship, East Japan Green Reconstruction Monitoring Project) to undertake initiatives that will lead to the preservation of biodiversity.



→ See Corporate citizenship activities / Our initiatives: Making the world healthier & cleaner for more information on the Kao Earthwatch Teachers' Fellowship, FURUSATO Environment Conservation Project in Northern Thailand and the Kao Creating Forest for Everyone program.
www.kao.com/content/dam/sites/kao/www-kao-com/global/en/sustainability/pdf/sus-db-2020-e-all.pdf#page=83