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Kao's important stakeholders include consumers and customers as well as suppliers, employees, local communities, national and local governments, nongovernmental 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.

Consumers / Customers Kao aims to utilize feedback in developing new products and services and improving products by listening to the concerns and opinions of consumers and **Employees Suppliers** customers and engaging in close communication. Recognizing that the vitality born from diversity supports our business We consider suppliers as our business partners vital to Yoki-Monozukuri and growth, we create the conditions and culture that allow diverse undertake procurement activities according to the Guidelines for Supplier's Communication methods and frequency employees to demonstrate their capacities and individuality to the Assessment, including compliance with laws, regulations and social norms, Consumers Chemical and Professional-use Consumer Product Retailers maximum extent as well as enable both personal and company growth. protection of human rights, assurance of health and safety and fair trade. Consumer consultations: As needed Product Customers (Suppliers) (Suppliers) Opinion exchange meetings with Environmental events: As needed · Business planning meetings with Communication events: As needed distributors: As needed retailers: Twice a vear Communication methods and frequency Communication methods and frequency · Communication center for Relief · Workshop and plant tours for new • New product presentations: on Health and Welfare: Monthly Quality Improvement Meetings: As needed . Kao Forum: Twice a year adult diaper users: As needed employees at distributors: As needed · Welfare committees: Monthly Standardization of systems: As needed Monitoring of compliance status with Guidelines for Home visits to consumer monitors: Every other year · Product study meetings: As needed · Find (employee opinion survey): Every Equal Partnership promotion activities: Supplier's Assessment: As needed . Lectures on sanitation: As needed As needed other year As needed Supplier satisfaction surveys: Yearly Support for employee health: As needed Vendor Summits: Yearly Health and Safety Committee/Committee **Shareholders / Investors National and local governments** Maintaining healthy and equal relationships with national governments is defined in the 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. 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. Communication methods and frequency **KAO** General Meeting of Shareholders: Once a year One-on-one meetings: As needed Financial results briefings: Four times a year Reports to shareholders: Issued twice Communication methods and frequency IR roadshow: As needed · Committees, councils: Environmental events: . Small meetings with the President: As needed • Integrated Report: Issued once a year As needed As needed Business briefings and facility tours: Facility tours for shareholders: As Opinion exchanges: Communication events: As needed needed As needed As needed Local communities **Industry groups / Peer companies NGOs / NPOs Academia** We contribute to the development of various We strive to co-exist with local communities by understanding the impacts of our business activities on local communiindustries by working to address common Through dialogue and collaboration, we gain a deeper understanding of We not only share knowledge and broadly ties, conducting business activities to meet the demands of demands from society on a shared industry engage in opinion exchanges for mutual benefit, society's demands, and we work together to resolve global environmenlocal communities and engaging in communication activities. basis. tal issues and issues faced by society through our business activities. we also aim to make joint contributions to society and create innovative returns. Communication methods and frequency

Communication methods and frequency

Information exchanges: As needed

Joint research: As needed

Communication methods and frequency

Opinion exchanges: As needed

Environmental events: As needed

· Communication events: As needed

Communication methods and frequency

· Committees, councils: As needed

· Opinion exchanges: As needed

Corporate citizenship

activities: As needed

As needed

· Education in the classroom:

Activity (plant tour): As needed

Meetings and collaborations

with local residents:

As needed