Important Kao stakeholders

Kao Forum: Twice a year

Employee survey: Yearly

General Meeting of

times a vear

Shareholders: Once a vear

· IR roadshow: As needed

Small meetings with the

President: As needed

· Financial results briefings: Four

• Business briefings and facility

Monthly

• Health and Safety Committee /

Employee Welfare Committee:

companies, and shareholders and investors.

**Employees** 

needed

As needed

once a vear

a year

Stakeholder Engagement 102-40, 102-43

Kao's important stakeholders include consumers and customers as well as suppliers.

employees, local communities, national and local governments, non-governmental

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

deeply knowing and understanding our world and its people, we aim to improve

and non-profit organizations (NGOs / NPOs), academia, industry groups and peer

Kirei Lifestyle Plan —Kao's ESG Strategy

Kao's Corporate Philosophy

people's lives beyond their expectations for a future where humans and nature thrive

together." Through two-way communication with stakeholders, we deepen mutual

feedback we receive to improve our management, corporate activities and services,

including by reporting on feedback to the Management Board and Board of Directors

understanding and provide information useful to society and in daily life, and use

and having feedback reflected in deliberations of material matters.

the Kao Corporate Philosophy

Philos & bsophy, strategy & framework

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#### governments in efforts to resolve social issues in communities. Kao Communication methods and frequency · Committees, councils: As Communication events: As needed needed • Opinion exchanges: As needed • Educational curriculum Environmental events: As proposals: As needed needed Industry groups / Peer companies We contribute to the development of various Academia industries by working to address common We not only share knowledge and broadly demands from society on a shared industry engage in opinion exchanges for mutual benefit, basis. we also aim to make joint contributions to Communication methods and frequency society and create innovative returns. Committees, councils: Provision of products Communication methods and frequency As needed Opinion exchanges: As • Information exchanges: · Joint research: needed As needed As needed

## **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.



### Communication methods and frequency

Local communities

We strive to co-exist with local communities by

on local communities, conducting business

and engaging in communication activities.

 Activity (plant tour): As Corporate citizenship

- activities: As needed Education in the classroom: As needed
  - Meetings and residents: As needed

needed collaborations with local together to resolve global environmental issues and issues faced by society through our business activities.

## Communication methods and frequency

As needed

• Opinion exchanges: As Communication events: needed As needed

 Corporate citizenship Environmental events: activities: As needed

## **Suppliers**

We consider suppliers as our business partners vital to Yoki-Monozukuri and undertake procurement activities according to the Policies for Procurement, including fairness, compliance and ethics, and social responsibility.

## Communication methods and frequency

• Quality Improvement Meetings: Monitoring of compliance

 Supplier satisfaction surveys: Every three years Vendor Summits: Yearly

## 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

and services: As needed

Kirei Lifestyle Plan —Kao's ESG Strategy Realization of the Kao Corporate Philosophy

# Making my everyday more beautiful

## Stakeholder Engagement 102-40, 102-43

## Collaboration and engagement with stakeholders

Stakeholders Employees	Initiatives			
	○ COVID-19 Response	O Human capital development	O Responsible care activities	O Process safety and disaster prevention
	O Effective corporate governance	O Inclusive & diverse workplaces	O Information security	<ul> <li>Corporate citizenship activities</li> </ul>
	O Respecting human rights	C Employee wellbeing & safety	○ Biodiversity	
Consumers / Customers	○ COVID-19 Response	<ul> <li>Sustainable lifestyle promotion</li> </ul>	○ Water conservation	O Responsible chemicals management
	O Improved quality of life	○ Purpose driven brands	<ul> <li>Effective corporate governance</li> </ul>	<ul> <li>Product quality management</li> </ul>
	○ Universal product design	<ul> <li>Decarbonization</li> </ul>	○ Full transparency	○ Strategic digital transformation (DX)
	○ Safer healthier products	○ Zero waste	O Respecting human rights	$\bigcirc$ Communication with consumers
Suppliers	O Sustainable lifestyle promotion	○ Zero waste	○ Full transparency	<ul> <li>Product quality management</li> </ul>
	O Responsibly sourced raw materials	○ Water conservation	O Respecting human rights	<ul> <li>Information security</li> </ul>
	O Decarbonization	<ul> <li>Effective corporate governance</li> </ul>	<ul> <li>Risk and crisis management</li> </ul>	○ Biodiversity
Shareholders / Investors	O Respecting human rights	O Investor Relations websites		
	○ Corporate governance	www.kao.com/global/en/investor-relations/		
National and local governments	○ COVID-19 Response	O Sustainable lifestyle promotion	O Respecting human rights	O Product quality management
	O Improved quality of life	O Purpose driven brands	O Inclusive & diverse workplaces	O Intellectual property
	○ Habits for cleanliness, beauty & health	<ul> <li>Decarbonization</li> </ul>	C Employee wellbeing & safety	○ Tax strategies
	○ Universal product design	○ Zero waste	O Responsible chemicals management	○ Biodiversity
	○ Safer healthier products	○ Air & water pollution prevention	<ul> <li>Risk and crisis management</li> </ul>	○ Corporate citizenship activities
Local communities	O Improved quality of life	O Decarbonization	O Respecting human rights	O Corporate citizenship activities
	○ Habits for cleanliness, beauty & health	○ Zero waste	O Responsible chemicals management	
	○ Purpose driven brands	○ Water conservation	<ul> <li>Risk and crisis management</li> </ul>	
	O Responsibly sourced raw materials	○ Air & water pollution prevention	$\bigcirc$ Process safety and disaster prevention	
NGOs / NPOs	O Responsibly sourced raw materials	O Water conservation	O Inclusive & diverse workplaces	
	O Decarbonization	○ Full transparency	○ Biodiversity	
	○ Zero waste	<ul> <li>Respecting human rights</li> </ul>	○ Corporate citizenship activities	
Academia	○ Transformative innovation	○ Full transparency	○ Employee wellbeing & safety	
Industry groups / Peer companies	○ COVID-19 Response	O Responsibly sourced raw materials	O Responsible chemicals management	○ Tax strategies
	○ Safer healthier products	○ Air & water pollution prevention	<ul> <li>Risk and crisis management</li> </ul>	O Communication with consumers
	O Sustainable lifestyle promotion	○ Inclusive & diverse workplaces	O Product quality management	
	○ Transformative innovation	O Employee wellbeing & safety	<ul> <li>Intellectual property</li> </ul>	