

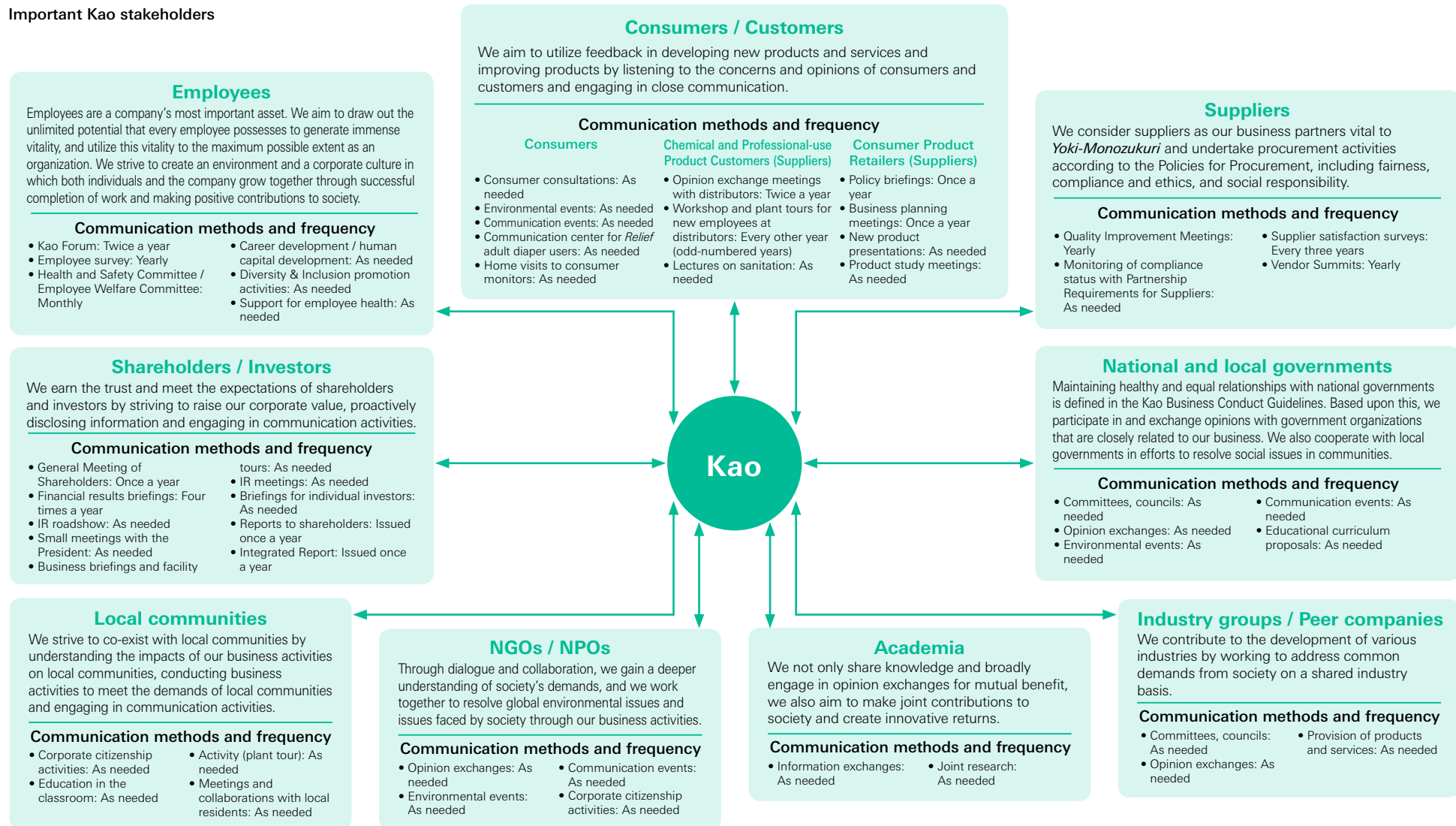
Stakeholder Engagement 102-40, 102-43

Kao's important stakeholders include consumers and customers as well as suppliers, employees, local communities, national and local governments, non-governmental 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: "By deeply knowing and understanding our world and its people, we aim to improve

people's lives beyond their expectations for a future where humans and nature thrive together." Through two-way communication with stakeholders, we deepen mutual understanding and provide information useful to society and in daily life, and use feedback we receive to improve our management, corporate activities and services, including by reporting on feedback to the Management Board and Board of Directors and having feedback reflected in deliberations of material matters.

Important Kao stakeholders



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Collaboration and engagement with stakeholders

Stakeholders	Initiatives			
Employees	<ul style="list-style-type: none"> ○ COVID-19 Response ○ Effective corporate governance ○ Respecting human rights 	<ul style="list-style-type: none"> ○ Human capital development ○ Inclusive & diverse workplaces ○ Employee wellbeing & safety 	<ul style="list-style-type: none"> ○ Responsible care activities ○ Information security ○ Biodiversity 	<ul style="list-style-type: none"> ○ Process safety and disaster prevention ○ Corporate citizenship activities
Consumers / Customers	<ul style="list-style-type: none"> ○ COVID-19 Response ○ Improved quality of life ○ Universal product design ○ Safer healthier products 	<ul style="list-style-type: none"> ○ Sustainable lifestyle promotion ○ Purpose driven brands ○ Decarbonization ○ Zero waste 	<ul style="list-style-type: none"> ○ Water conservation ○ Effective corporate governance ○ Full transparency ○ Respecting human rights 	<ul style="list-style-type: none"> ○ Responsible chemicals management ○ Product quality management ○ Strategic digital transformation (DX) ○ Communication with consumers
Suppliers	<ul style="list-style-type: none"> ○ Sustainable lifestyle promotion ○ Responsibly sourced raw materials ○ Decarbonization 	<ul style="list-style-type: none"> ○ Zero waste ○ Water conservation ○ Effective corporate governance 	<ul style="list-style-type: none"> ○ Full transparency ○ Respecting human rights ○ Risk and crisis management 	<ul style="list-style-type: none"> ○ Product quality management ○ Information security ○ Biodiversity
Shareholders / Investors	<ul style="list-style-type: none"> ○ Respecting human rights ○ Corporate governance 	<ul style="list-style-type: none"> ○ Investor Relations websites www.kao.com/global/en/investor-relations/ 		
National and local governments	<ul style="list-style-type: none"> ○ COVID-19 Response ○ Improved quality of life ○ Habits for cleanliness, beauty & health ○ Universal product design ○ Safer healthier products 	<ul style="list-style-type: none"> ○ Sustainable lifestyle promotion ○ Purpose driven brands ○ Decarbonization ○ Zero waste ○ Air & water pollution prevention 	<ul style="list-style-type: none"> ○ Respecting human rights ○ Inclusive & diverse workplaces ○ Employee wellbeing & safety ○ Responsible chemicals management ○ Risk and crisis management 	<ul style="list-style-type: none"> ○ Product quality management ○ Intellectual property ○ Tax strategies ○ Biodiversity ○ Corporate citizenship activities
Local communities	<ul style="list-style-type: none"> ○ Improved quality of life ○ Habits for cleanliness, beauty & health ○ Purpose driven brands ○ Responsibly sourced raw materials 	<ul style="list-style-type: none"> ○ Decarbonization ○ Zero waste ○ Water conservation ○ Air & water pollution prevention 	<ul style="list-style-type: none"> ○ Respecting human rights ○ Responsible chemicals management ○ Risk and crisis management ○ Process safety and disaster prevention 	<ul style="list-style-type: none"> ○ Corporate citizenship activities
NGOs / NPOs	<ul style="list-style-type: none"> ○ Responsibly sourced raw materials ○ Decarbonization ○ Zero waste 	<ul style="list-style-type: none"> ○ Water conservation ○ Full transparency ○ Respecting human rights 	<ul style="list-style-type: none"> ○ Inclusive & diverse workplaces ○ Biodiversity ○ Corporate citizenship activities 	
Academia	<ul style="list-style-type: none"> ○ Transformative innovation 	<ul style="list-style-type: none"> ○ Full transparency 	<ul style="list-style-type: none"> ○ Employee wellbeing & safety 	
Industry groups / Peer companies	<ul style="list-style-type: none"> ○ COVID-19 Response ○ Safer healthier products ○ Sustainable lifestyle promotion ○ Transformative innovation 	<ul style="list-style-type: none"> ○ Responsibly sourced raw materials ○ Air & water pollution prevention ○ Inclusive & diverse workplaces ○ Employee wellbeing & safety 	<ul style="list-style-type: none"> ○ Responsible chemicals management ○ Risk and crisis management ○ Product quality management ○ Intellectual property 	<ul style="list-style-type: none"> ○ Tax strategies ○ Communication with consumers