

# Corporate Philosophy

The “Kao Way” is our corporate philosophy formulated in 2004 to pass on the spirit and culture cultivated by our predecessors to the next generation. In 2021, we updated our mission statement with a new mission of “Symbiosis” for further transformation, adding a vision of “Staying ahead of expectations” and action principles of “Daring to take on challenges.”

This corporate philosophy is deeply ingrained in each and every employee. From the formulation of mid- to long-term business plans to decision-making in day-to-day operations, all activities are consistent by relying on The “Kao Way.” This is the driving force that brings together diverse assets and employee strengths to address social and business issues. It is also a guideline that overlaps personal growth with the company’s development and contribution to society, creating job satisfaction and a sense of fulfillment.

Common basis for dialogue among all employees globally

- Mission as a purpose for existence
- Unwavering fundamental values
- Vision to aim for
- Principles of action that we value



The Kao Way (corporate philosophy)  
<https://www.kao.com/global/en/corporate/purpose/kaoway/>

## Mission

### To realize a Kirei world in which all life lives in harmony

As one Kao, we work together with passion to provide comprehensive care and enrichment to create a Kirei life—a cleaner, more beautiful, and healthier life for all people and the planet. We share joy and create a safer, more harmonious world for all through innovation that delivers outstanding value.

The Japanese word *kirei* describes something that is clean, well-ordered, and beautiful all at once. For Kao, this concept of Kirei not only describes appearance but also attitude—a desire to create beauty for oneself, for other people, and for the natural world around us. At Kao, Kirei is the value we want to bring to everyday life through our brands, products, technologies, solutions, and services—now and in the future.

## Vision

### To be closest to the individual and beyond their expectation

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.