

Full Transparency

Through product transparency, Kao aims to build stronger trust with consumers. Sharing information that consumers need in a suitable and easily understood way is important if they are to make the right choices for themselves and lead rich lives.

We also actively address climate change and biodiversity, along with inquiries about various non-financial information from external stakeholders and international movement toward information disclosure. We disclose information in a timely manner through our reports, websites and various opportunities to engage with stakeholders.

Social issues

In modern society, individuals are highly motivated to obtain information that is necessary and important to them. At the same time, the development of social media has made obtaining a wide range of information easy. Ethical consumption, where products and services created with environmental and social considerations in mind are chosen and consumed, is growing on the part of consumers. Consumers are also seeking information about corporate activities with the desire to purchase not only individual products of high quality, but also products from companies they can trust.

However, information about companies and the products and services they offer is still often fragmentary, preventing consumers from making choices that are right and satisfactory for themselves.

In addition, inquiries about various non-financial information, including climate change, biodiversity, and other environmental elements, social elements such as human capital and human rights, and governance elements from external stakeholders and international movement toward information disclosure are increasingly gaining traction. As items previously considered external diseconomies are being reevaluated, especially within the environmental domain, it has become increasingly sensible to take actions that are more beneficial to both society and the planet.

Policies

Regarding transparency, we aim for activities founded on the Kao Way, Kao Business Conduct Guidelines (BCG), and Disclosure Guidelines to ensure that people can easily get the information they need to make the right choices for themselves, society, and the planet when they need it. And based on that accurate information, we can deepen our dialogue with stakeholders. We will disclose information to all stakeholders in a timely, accurate and fair manner, aiming to be a company that is trusted and supported by society.

First, we ensure transparency in all business activities within Kao and expand and upgrade activities a step ahead of the scope and level of transparency required by the times. We hope that these activities will be promoted through the voluntary efforts of employees and that individual movements blend right in and work together well with each other so that consumers' security and safety will be ensured and a relationship of trust and empathy between companies and consumers will ensue, thereby leading to worthwhile choices for people, society, and the planet.

We will also require systemic measures to organically connect each database, which was designed individually for the primary purpose of storing and managing information, ensuring a smooth two-way flow of information with internal and external stakeholders. By further enhancing transparency, we can move beyond merely disclosing the required information to actively promoting communication and interactive

activities that will achieve the Kirei Lifestyle Plan (KLP) and lead to ESG-driven *Yoki-Monozukuri*. We also endeavor to realize the vision set forth in the Kao Way: To be closest to the individual and beyond their expectation.

Since the COVID-19 pandemic in 2020, the widespread adoption of non-contact, non-face-to-face digital technologies in many social activities has resulted in many people realizing the new value of such digital technologies. As such, people's daily lives have changed drastically. Part of that change is how they access the information they need to guide their consumption behavior and what they actually consume. As such, businesses now place more emphasis on providing value to consumers promptly and in an appropriate way. From that perspective, the power of digital technology that enables communication that is not constrained by a specific time or place is essential. We will therefore promote Digital Transformation (DX) for our ESG activities as part of our efforts toward full transparency.

As an enterprise that acts while walking the right path, we aim to become a sustainable company together with various stakeholders, people, society and the planet by providing science-based information for products that support consumers' enriched lifestyles and actively addressing inquiries about various non-financial information from external stakeholders and international movements toward information disclosure.

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Fragrance Policy

Kao's Fragrance Policy, issued in May 2020, includes information on our commitment to *Yoki-Monozukuri* and the value we seek to offer through fragrances, and examples of fragrance-related research. In addition, the following three points are listed as disclosure policies.

1. Ensure all of our fragrance formulations are fully compliant with the local regulations of the regions where they are marketed, and ensure that the latest safety data is collected.
2. Only create fragrances using ingredients that are in line with the guidelines set forth by the International Fragrance Association (IFRA).
3. Begin the process of providing information on fragrance ingredients that account for 0.01% or more of the product weight.



Fragrance Policy

<https://www.kao.com/global/en/innovation/safety-quality/fragrance-policy/>

The disclosure threshold (0.01% or more of fragrance ingredients by weight of product) is determined by reference to the SCCS opinion. This standard is consistent with the disclosure standards of peer companies in Europe and the Americas.



SCCS opinion on fragrance allergens in cosmetic products

https://ec.europa.eu/health/scientific_committees/consumer_safety/docs/sccs_o_102.pdf

Strategy

Risks and opportunities

Risks

If a company is unable to share information that is sufficient in terms of both quality and quantity, at the right time, with a quickly changing market, and with consumers, and if that information is not compatible with the company and the products it offers, then the products to be purchased, or even the company itself, may be excluded from consumers' choices. Although Kao has been working for years based on the idea that we should give high priority to providing information to consumers.

Regarding product information, we already provide information about ingredients as well as packaging and environmental impact. This means there is a lot of information we need to manage.

In addition, the movement toward transparent information disclosure by businesses is fast becoming more complex. Examples include information that must be disclosed, such as laws and regulations, information on chemicals management, questions about ESG-related information from various rating agencies, the TCFD^{*1} and the TNFD^{*2}. If we are unprepared for such movements around the world, we will not be able to meet disclosure requirements, leading to a loss in reliability as a company.

*1 TCFD: Task Force on Climate-related Financial Disclosures

*2 TNFD: Task Force on Nature-related Financial Disclosures

Opportunities

People say that the ethical market in Japan is lagging behind that of that in the West in terms of maturity. One cause is that companies in Japan have not provided much information useful for consumers to select ethical products.

"Ethical," which means behaving in a manner that is planet-, social- and community-conscious, is an important concept. And it is the concept shared by Kao's Kirei Lifestyle. If we can integrate appropriate information disclosure with "ESG-driven *Yoki-Monozukuri*" and promptly improve the environment in which consumers can make the right choices in their daily lives, Kao could be a primary driver in developing the ethical market in Japan.

In addition, by actively addressing the international movement toward information disclosure on climate change and nature, we can review our activities and strategies and turn subsequent activities into strengths, not to mention being recognized as a company committed to creating a better society and planet.

We believe if we can respond to what is happening in the world and improve transparency, hopefully, half a step ahead of our time in this way, we can improve our reliability and provide outstanding products and services based on feedback from consumers, markets, and investors on the basis of common information.

We will incorporate non-contact and non-face-to-face digital technology in today's social activities into our initiatives to reach full transparency and advance the DX promotion for our ESG activities.

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Strategy

Kao will promote ESG-driven *Yoki-Monozukuri* that factors in ESG perspectives and information in advance. As such, in addition to the physical performance axis we have always shown, we will deliver into public view the background and thoughts underlying our products and services. In addition, we will ensure that people can easily get the information they need to make the right choices for themselves, society, and the planet when they need it, and based on that information, we can deepen our dialogue with stakeholders.

We also develop our transparency-related activities from just responding to external demand (transmitting and answering) to a bilateral communication tool for realizing the KLP. In the response phase, we will need to promote information disclosure, ensure traceability, and develop a user-friendly, readily accessible interface. In the bilateral communication phase, on the other hand, we foresee the need to convey and share our philosophy and suggest customizability to meet consumers' wants and offer them better lifestyles.

Although we will have to invest a lot of effort even during the response phase in this rapidly changing modern society, we see this project as a short-term, basic goal.

At the same time, we will lead our transparency-related activities to the following:

- Reduce business risks relevant to ESG and create business opportunities
- Accelerate the integration of ESG with the business
- Revitalize in-house activities such as Research and Development

It is important that improved transparency will be mainstreamed in all business activities within Kao. This means we will have more target items for promoting transparency through the voluntary efforts and new activities that will be established.

We must establish an internal infrastructure to support these activities. Now, numerous databases and related systems exist to manage and leverage information for limited needs and employees. The information collected there offers several advantages, including efficient and highly secure operations achieved through system designs tailored to specific departments or specialized members in addition to high data quality (such as specialized nature and accuracy).

On the other hand, we have recently received more and more questions about non-financial information that require us to integrate multiple pieces of information from external stakeholders for answers. At times, we have had to manually search multiple databases to collect and process data. This means that a longer time is needed to obtain answers, consequently limiting the time for activities that generate higher added value and making it challenging to keep up with ever-changing data in a timely fashion. Continuing in this manner may compromise data-based decisions in an era of significant change.

Therefore, we are conducting activities to establish an IT infrastructure that integrates a variety of information while maintaining data quality and security.

Social impact

Obtaining necessary information makes it easier for consumers to choose safe and secure products and services, and lead comfortable lives. In addition, the individual choices of consumers contribute to the SDGs without their being aware of it, and the environmental impact of these activities needs to stay within the range that our natural world can safely absorb.

And by providing innovation and new value to the world with appropriate information, we will create new markets and help realize a world that is sustainable and filled with trust.

By eliminating power asymmetries between companies and consumers with respect to the information displayed on products, we expect an increase in the number of product choice selection criteria. We believe that consumers and companies accessing the same information will contribute to ESG-driven *Yoki-Monozukuri* in plan & action and the building of a better society.

When consumers choose products that have meaning for them and are safe and reliable based on correct information, it creates opportunities for changed behavior not only for Kao, but for other companies as well. This will lead to a society where people choose sustainable lifestyles, products, and services that are friendly to the environment and biodiversity.

As information about issues that arise is shared with the public and becomes visible, new collaborations will form among the individuals, companies and organizations that are entering the market and have the means to resolve those issues.

We believe that the non-financial information disclosure framework is not yet complete but will continue to evolve. By actively disclosing information,

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we can serve as a reference provider for other companies and organizations involved in disclosure efforts.

Contributions to the SDGs



Business impact

When consumers have access to the information they need, and can select products that have meaning for them and are safe and reliable, this will generate opportunities for market expansion, and lead us to take action and develop the right products to meet demand.

The Kao Group's *Monozukuri* is supported by thorough, essential research based on the latest scientific knowledge, and our individual data is extremely reliable. We expect to link that data organically and to create new value and business opportunities.

In addition, some retailers have begun to request information from companies regarding the sources and origins of ingredients in products, environmental footprint and other details. They use this information to rank the products they deal with according to their own evaluation methods and standards. They are likely to refrain from handling products from companies that are unable to provide the necessary information for ranking. Product value is now determined based on whether factors such as environment, biodiversity, and human

rights are considered during *Monozukuri* in addition to conventional evaluation axes such as performance, price and design. Gaining a higher rank is expected to provide benefits, including:

- Increase in sales and income as products are positioned as excellent options for consumers
- Expansion of market share through differentiation from competitors
- Rise in brand awareness and reliability

Responding wholeheartedly to increasingly intensified, accelerated, and complex demands for disclosure, such as TCFD and TNFD, and answering questionnaire to various rating agencies will lead to improved reliability. This will allow us to provide better livelihood support products and services based on feedback from consumers, markets, and investors.

Kao regards this trend of demand for disclosure as a benchmark for judging whether we have successfully been solving social issues through our business activities. We believe that *Monozukuri* that considers factors such as environment, biodiversity, and human rights will become ingrained in our culture, and that our company will play an essential role in creating a society that co-exists with nature in the mid- to long term.

Governance

Framework

We believe that conveying Kao accurately to all stakeholders will help ensure full transparency. Each managing division promotes activities to enhance transparency.

In particular, we emphasize the transparency of information relating to products that consumers come in frequent contact with. We also have established a task force for disclosing product information in the ESG Promotion Meeting, an organization under the ESG Managing Committee, and built a system to accelerate the promotion of these activities from a global, inter-divisional perspective.

Since the establishment of the task force, we have tabulated the KPI progress in the actual performance for each year at the end of the year to report it at the ESG Managing Committee and publish it in this report.

If something needs to be addressed regarding the disclosure of fragrant ingredient names, we schedule a meeting each time to discuss the matter and address it after obtaining approval at the task force owner meeting.

For example, we revised operational guidelines after obtaining approval at the task force owner meeting when we disclosed the "Establishment of the Approach to the Cleaning Sheet Disclosure Standard" for the first time in the U.S. in 2023.

Regarding the Kao ESG Data Platform Project, we provide a progress report at the ESG Managing Committee and ESG Promotion Meeting. We have established a project organization for more detailed progress management and issue resolution, and report regularly to project owners and core leaders.

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Each responsible division promotes other information disclosure.

P25 Our ESG Vision and Strategy > Governance

Education and promotion

Walking the right path is included in the Kao Way and is positioned as one of the values of the Kao Way, along with *Yoki-Monozukuri* and consistent focus on innovation. The concept and activities for full transparency are based on this principle of “walking the right path.” Along with strict observance of laws and regulations, it is considered extremely important that each Kao employee acts with social integrity in accordance with ethics. This attitude is inculcated in Kao employees not only through specific training opportunities, but also through their daily work, and is practiced thoroughly in their daily life.

In addition, in accordance with the “*Genba*-driven” viewpoint set forth in the Kao Way, we learn through dialogue with stakeholders what information consumers the world over need.

Collaboration with stakeholders

Collaboration with suppliers is essential for enhancing transparency, and we work closely with industry groups to promote product information disclosure.

Moreover, we gather the latest scientific knowledge through ongoing interaction with academics.

We strive to understand the needs of society and the market, not only through direct inquiries from, and

consultations with, consumers relating to product information, but also through dialogue with distributors, NPOs, and NGOs.

Risk management

The organizer of activities related to full transparency will be a task force set up under the ESG Promotion Meeting, a subordinate organization of the ESG Managing Committee. For this reason, the progress of our activities is reported as needed, and if any problems arise while the activities are underway, they will be reported to and discussed by the superior committee.

We continue to perform monitoring even after publishing information. If new regulations or scientific findings are identified, we will promptly take appropriate action, such as revising information or disclosing additional information.

It is important to keep pace with the movement of information disclosure worldwide and make preparations in advance. Additionally, information that we do not currently possess may be requested.

In Europe, many different movements related to the EU Green Deal are gaining traction. In some cases such as TNFD, rules are made in an open innovation style. Kao actively participates in the TNFD forum, swiftly gathering information and engaging in activities to contribute to rule-making.

P40 Our ESG Vision and Strategy > Risk management

Metrics and targets

Mid- to long-term targets and 2023 results

We defined brands as transparent brands when the information that consumers need is available in both quality and quantity. And, we have set the target of making all our brands selling consumer products transparent brands by 2030. We are also looking at how to disclose information in ways that consumers find easier to understand.

It is also necessary to establish an infrastructure to handle this information. Therefore, we will build a system that enables timely information provision by leveraging the Kao ESG data platforms. Additionally, we will establish an interface for internal management through data processing and disclosure as appropriate, as short-term to mid- to long-term global activities. We mainly handle the following ESG-related information:

- Information for decision making (internal use)
- Requests from third parties (business requirements, and questions from research agencies, investors or other stakeholders)
- Duty of disclosure (laws and regulations)

Our short-term goal is to build a system at an early date to comply with laws and regulations and promptly and accurately address external inquiries.

Meanwhile, we anticipate mid- to long-term activities that continue to evolve, gradually expanding the scope of handled information, because the information we handle largely varies and international rules are still being developed for some items. We closely coordinate with various system development projects that are separately in progress in our company.

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2023 results

Disclosure of fragrance ingredient names

In 2023, we disclosed and updated the fragrant ingredient names of new items and brands, leveraging the infrastructure that we have built to improve operational efficiency.

In 2023, we started releasing the fragrance ingredient names of a brand. We also disclosed new information on 41 SKUs and updated information on 14 SKUs of brands that had already been disclosed. As of the end of 2023, the KPI progress rate is 22%.



MyKao Mall
<https://www.kao-kirei.com/ja/>

My Kirei by Kao
<https://www.mykirei.com/>

Kao ESG Data Platform Project to establish infrastructure to handle ESG-related information

In 2023, we launched a project to organize and integrate internal ESG-related information (Kao ESG Data Platform Project). The purpose of this project is to comply with laws and regulations and promptly and accurately address external inquiries. We will use the person-hours saved through DX to expand our business and create new projects.

In this project, we prioritized ESG-related information to be handled based on criteria such as the importance and effects of systemization, determined the project scope and system design factors based on the priority order, and developed a master schedule. We also progressed with various surveys and designs for system construction after 2024, and initiated partial system development.

In a preceding AEMEA project, we completed a system to integrate packaging information. This system

enables us to swiftly tabulate data on secular changes in plastic consumption, the percentage of recycled plastics, and other relevant items to address the recent social issue of plastic packaging. We will use the system to develop more sustainable packaging.

Action for non-financial information disclosure

Regarding information disclosure for investors, the TNFD framework was formally released in September 2023. Before announcing the framework, Kao published Business Risks and Opportunities Offered by Biodiversity, a report on biodiversity using the TNFD framework, in April 2023. We also addressed TCFD, CDP, DJSI, etc.

P343 Biodiversity

Disclosure of ingredients regarded as important by society

In 2022, we achieved our disclosure goal set for 2030 to publish policies related to 18 ingredients regarded as important by society ahead of schedule. As society's concerns and challenges are impacted by the social situation and changes in people's ethics and values, we will continue the survey with the aim of disclosing policies related to 30 ingredients in total, including 12 new ingredients.

We disclosed our policies about two key ingredients in skin care (octocrylene and homosalate), which Kao is prioritizing for global expansion, at our sustainability website in September 2023.

P72 Safer Healthier Products

Reviews of 2023 results

In 2023, we disclosed and updated the fragrance ingredient names of new items and brands, leveraging the infrastructure that we have built to improve operational efficiency.

In 2023, we released fragrance ingredient names of a new brand. We also disclosed new information for 41 SKUs and updated information for 14 SKUs of brands.

We disclosed fragrance ingredient names in new categories of brands, even though fragrance ingredient names had already been disclosed for some products within those brands. We also revised guidelines to cover new types of products such as sheet-type products. We recognize the necessity of developing and revising operation guidelines in the future when the disclosure category is expanded or when new types of products are created.

In addition, we are re-acknowledging that the sensitivity of consumers to disclosure varies depending on regions and brands because we disclose information globally. Therefore, we will determine the priority order for disclosure while considering the external environment and business plan.

In addition, there has been a recent increase in demands for information, not only relating to fragrance ingredients, but also for other ingredients as well as environmental impact and the overall transparency of our supply chain, and this information must be conveyed to a wide range of stakeholders in addition to consumers. We will promote further strengthening of internal structures, database enhancement, system linkage and collaboration with internal and external partners, to achieve 100% transparent brands.

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In addition, we initiated the Kao ESG Data Platform Project. This project aims to establish infrastructure for current and future information disclosure and proactive use of ESG-related data. We selected items with high-priority orders from ESG-related information to comply with laws and regulations and promptly and accurately address external inquiries. We have already completed systems for some regions and will redesign the systems for global deployment.

Main initiatives

Launch and promotion of the Kao ESG Data Platform Project

We launched the Kao ESG Data Platform Project to establish infrastructure with an eye to current and future information disclosure and the proactive use of ESG-related data. This project strongly encourages efforts toward full transparency. We expect the project to support “ESG-driven *Yoki-Monozukuri*” and the promotion of the KLP, thereby leading to the creation of sustainable markets and data-based decision-making (such as management, business, and technological strategies).

Our first goal is to build a system at an early date to comply with laws and regulations and promptly and accurately address external inquiries.

In the past, it was highly advantageous when ensuring data accuracy and confidentiality to establish and manage independent databases for each action and department. However, we have recently received many questions that require results obtained by integrating the data and carrying out calculations on it. For example, we have received a question that, in order to answer it, requires us to match product ingredient information with sales data in order to carry out aggregation.

In this background, we will establish a “data lake,” which is a system to relate mutual data, and build a system to rapidly and accurately extract the desired data in the Kao ESG Data Platform Project.

We have accurately ascertained the number of inquiries, the time required for responding to inquiries, and the way to work on the current tasks to identify points to be streamlined. At the same time, we have determined the priority based on the effect size in systematization to prepare for the systematization. As

information on packaging and products is particularly urgent, we worked on such information as our first action.

Many departments are involved in the operation of this project. Therefore, we hold meetings every week to check the progress of the project and a meeting to check the progress as a whole and solve issues. We also have a meeting for communicating with the AENEA team because the processes of data handling, question answering, and data-based decision making apply globally.

For governance, progress is reported at the ESG Managing Committee once a year and at the owner meetings attended by executive officers four times a year. The core leader meeting, where representatives from relative departments gather, is held approximately twice a month (28 times in total).

In 2023, we completed a system to integrate packaging information in a preceding AEMEA project. This system enables us to swiftly tabulate data on changes over time in plastic consumption, the percentage of recycled plastics, and other relevant items to address the recent social issue of plastic packages. We plan to evolve this system to globally cover packaging information within 2024. We will also use the system to develop more sustainable packages.

We anticipate mid- to long-term activities that continue to evolve, gradually expanding the scope of handled information because the information we handle varies to a great degree, and international rules are still being developed for some items. We have narrowed down the actions to be developed in the future and also launched a new working group. We closely coordinate with various system development projects that are separately in progress in our company.

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Disclosure of fragrance ingredient names

In product catalogs on our website and on individual product websites, we provide information on product features and the ingredients used in products based on scientific evidence.

In 2023, we disclosed and updated the fragrance ingredient names of new items and brands, leveraging systems that we have built to improve operational efficiency (function to create a list of fragrant ingredient names and system for automatically linking it with the product catalog on the web).

We disclosed the fragrance ingredients of bath additives and eye masks in the My Kirei brand deployed in the U.S. This is an example where the disclosure is not numerically reflected in KPIs, despite disclosing information in new categories. This is because the disclosure remains limited to the same My Kirei brand, meaning the number of brands with disclosed ingredients does not increase.

We added data to the operation guidelines at the disclosure. In the past, we only disclosed the ingredients in aqueous solvent. Both the bath additives and eye masks subject to this disclosure are solid products that do not contain solvents. Therefore, we had to consider how we should handle the provision in the Fragrance Policy that stated, "Begin the process of providing information on fragrance ingredients that account for 0.01% or more of the product weight."

Concerning sheet-type products such as eye masks, some of them are dry and do not contain solvent, while others contain solution to be absorbed. We repeatedly discussed both types, determined guidelines for future operation policies at the task force owner meeting, and shared them with related parties.

An example of a new product for which ingredients were launched is the fragrance ingredients of softeners in the *Curél* brand in Japan. We also updated fragrance ingredient names in line with improvements or other changes.

 MyKao Mall
<https://www.kao-kirei.com/ja/>

My Kirei by Kao > Wellness
<https://www.mykirei.com/collections/wellness>

Disclosure of the benefits and safety of chemical substances

In addition to the easily understood information disclosure for consumers and society that we have so far carried out with respect to chemical substances safety, based on our Responsible Chemicals Management Promotion Policy, we began efforts to disseminate information relating to the benefits of chemical substances.

P275 Responsible Chemicals Management

Disclosure of policies relating to ingredients regarded as important by society

We disclosed our policies about two key ingredients in Skin care (octocrylene and homosalate), which Kao is prioritizing for global expansion, at our sustainability website in September 2023.

P72 Safer Healthier Products

Supply chain transparency

We are also promoting activities to enhance the transparency of our supply chain. We strive to source our raw materials in a way that protects natural resources, the environment and human rights through supply chain traceability and dialogue with suppliers.

To raise the transparency of the supply chain, Kao periodically obtained the latest traceability information from suppliers and published the list and map of mills connected with our supply chain. As of the end of December 2022, the traceability to palm oil mills was 100%. We monitor and verify risks of illegal deforestation and development of peatlands containing a large amount of CO₂ in our supply chain by locating palm oil mills on the map and leveraging satellite monitoring information on areas within 50 km from the mills based on Global Forest Watch and NASA Earth data, peatland information from Protected Planet, supplier NDPE surveys^{*1}, and sustainability information from NGOs. We plan to complete traceability confirmation for small oil palm farms by 2025.

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Kao is also working on transparency regarding human rights in the supply chain. In September 2022, with respect to human rights issues in oil palm smallholders, we launched a grievance mechanism in collaboration with Caux Round Table Japan (CRT Japan Committee), a non-profit organization specializing in business and human rights. The number of farms participating in the grievance mechanism is 75 as of the end of September 2023 with 147 inquiries (between September 2022 and September 2023).

Our activities toward sustainable palm oil procurement are released on the palm dashboard at our website.

*1 No Deforestation, No Peat, No Exploitation

P100 Responsibly Sourced Raw Materials



Palm Oil Dashboard
<https://www.kao.com/global/en/sustainability/we/procurement/palm-dashboard/>

Employees' opinions

Enabling Transparency through Technology



Christa Brady

Director, ESG, AEMEA /
Corporate Strategy

The Kao ESG Data Platform project will fuel Kao's commitment to transparency by readily providing fundamental information regarding product, packaging and production. Linking various separate systems of record into a single "data lake" will provide insights into current material usage, enable business

intelligence to promote innovation in the reduction of waste/carbon and facilitate sharing of information with business partners, consumers and appropriate governing bodies.

Since the launch of this initiative, we have received tremendous support from every function and sector of our business. The creation of a central data lake and the ability to form connections between data in a more automated fashion will greatly increase our ability to use this information to create safer, healthier products that contribute to a more sustainable world. This important project will pave the way for increased transparency and will be built upon in future years to continue to provide transparency on elements that are important to our stakeholders.