

The Kao Integrated Report presents a comprehensive range of financial and ESG information with the goal of communicating the Kao value creation story to stakeholders in a way that is easy to understand. The Kao Sustainability Report 2025 is designed to complement the Kao Integrated Report 2025, and presents a comprehensive picture of the value that Kao provides. This report introduces various activities aligned with our ESG Strategy, the Kirei Lifestyle Plan (KLP), that contribute to a sustainable world, along with detailed performance data.

Boundary

This report covers the Kao Group (Kao Corporation, its subsidiaries and affiliates). In this report, “Kao” refers to the Kao Group (Kao Corporation, its subsidiaries and affiliates). Individual organizations are named where necessary in order to delineate boundaries.

Environmental and social performance data covers Kao Corporation, its subsidiaries, and NIVEA Kao, while human capital development data covers Kao Corporation and its subsidiaries. Exceptions to these boundaries are clearly stated in the text.

Organizations covered

 [List of Kao Group companies](https://www.kao.com/global/en/corporate/outline/group-companies/)  
<https://www.kao.com/global/en/corporate/outline/group-companies/>

Period

FY2024 (January 1, 2024–December 31, 2024) Some qualitative information includes FY2025 performance data.

International Financial Reporting Standards (IFRS)

International Financial Reporting Standards (IFRS) have been applied since FY2016. The per-unit sales quoted in this report are based on Japanese GAAP up to FY2015, and on IFRS from FY2016 onwards.

Independent assurance

Reports have been independently assured since 2003. KPMG AZSA Sustainability Co., Ltd. provides independent assurance for this report. Indicators subject to assurance are marked with a check (✓). These indicators are listed in the independent assurance report and the GRI Standards table.

Issuance period

Date of Issue June 13, 2025  
Next report scheduled for May 2026 (Previous report issued May 24, 2024)

Guidelines referenced

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures
- GRI Sustainability Reporting Standards

\* Related GRI item numbers are described in the titles on each page.

- UN Guiding Principles Reporting Framework
- TCFD Recommendations
- SASB Standards
- Environmental Reporting Guidelines 2018, Ministry of the Environment
- Environmental Accounting Guidelines for Chemical Companies (November 2003), Japan Chemical Industry Association
- SDG Compass

Information Disclosure Framework

