

Message from Senior Vice President of ESG

Kao's ESG Strategy Fuels *Global Sharp Top*

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Accelerating Responsible Business Growth

Kao's founder launched our first product, *Kao Sekken (Kao Soap)*, in 1890 to make hygiene accessible to all and improve everyday life, allowing society to thrive. Since then, we have always placed sustainability at the core of Kao's business model.

Pursuing business growth, anticipating the needs of our consumers and customers, and solving social and environmental issues through science-based innovation is central to Kao's value proposition.

Ensuring that our products deliver superior functional performance, emotional benefits, and positive social value is key to our continued success and positioning in a highly competitive marketplace. We strive to empower our customers to achieve comfort, joy and sustainability—simply by choosing Kao products.

Consumer needs are becoming more diverse and complex as the world changes rapidly. By addressing pain points and delivering innovative solutions, Kao can serve society while strengthening our global competitiveness and market presence.

Future Focused Innovation and Employee Engagement Driving ESG Value

We are committed to building a sustainable society by delivering forward-looking solutions, such as skin care products that provide comfortable protection against harsh sun exposure as temperatures rise due to climate change, and hygiene products like disinfectants and insect repellents in response to the growing threat of infectious diseases. In our chemicals business, we offer an asphalt modifier made from waste PET. This supports both resource circularity as well as safety—especially as stronger roads become essential in a future where autonomous driving is commonplace.

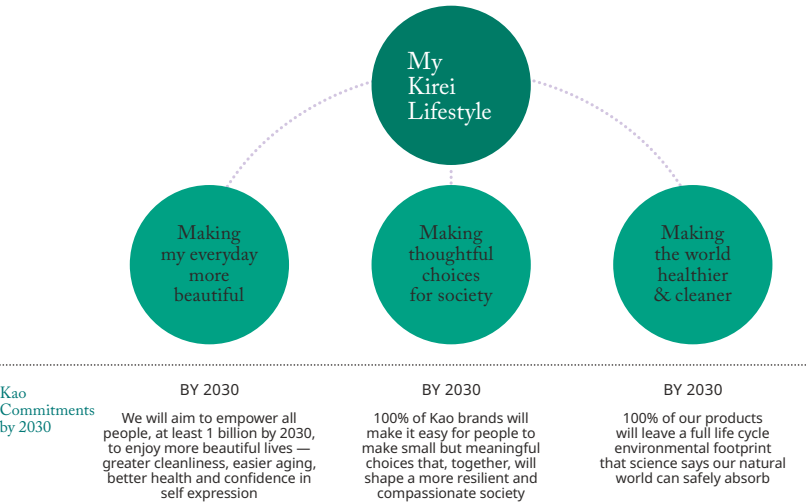
Our people are our greatest asset. We foster engagement by inspiring employees to take ownership of sustainability across the company through various initiatives like dialogue sessions with the head of ESG. A consistent

theme is “integrity as the only choice,” as stated in the Kao Way. The desire to do what truly matters and challenge the status quo is core to our unique culture.

With our ESG strategy grounded in both today's realities and tomorrow's needs—and a commitment to staying closest to the individual—we are confident we will continue to strengthen our *Global Sharp Top* approach and success.

Forward-looking ESG solutions drive Kao's next wave of global growth.

Kao's ESG Commitments and Actions



CEO Message

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Executive Summary

Corporate Philosophy

Kao's Vision for 2030 "K30" and the Mid-Term Plan "K27"

Strategy

Metrics and Targets

Governance

Risk and Opportunity Management