Independent Assurance Report

GRI 2-5

KPMG

Independent Practitioner's Limited Assurance Report

To the Representative Director, President and Chief Executive Officer of Kao Corporation

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in in Kao Corporation's (the "Company") sustainability report (the "Report") for the year ended December 31, 2025 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained in the Report. The SMI subject to the assurance engagement is indicated in the Report with the symbol "☑".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI for the year ended December 31, 2025 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information. We do not express any form of conclusions thereon.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

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Inherent limitations in preparing the SMI

As described in Note within the "Decarbonization" section of the Report, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Company's management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- performing site visits at two of the Company's sites which were determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Shinnosuke Kayumi
Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Tokyo Office, Japan

June 26, 2026

Notes to the Reader of Independent Assurance Report: This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

To ensure greater transparency of data disclosure relating to environmental and social performance indicators, independent assurance for the Kao Sustainability Report 2026 has been provided by KPMG AZSA Sustainability Co., Ltd. Indicators on which assurance is provided are marked with a check ☑ mark.

Assured data

Category	Data	Pages
Responsibly Sourced Raw Materials	% of certified paper products and pulp for household products	P132
	Certified palm oil purchases (Kao Group)	P133
	Total number of significant suppliers in Tier 1	P136
	% of total spend on significant suppliers in Tier 1	P136
	Total number of significant suppliers in non-Tier 1	P136
	Total number of significant suppliers subjected to desktop assessment	P136
Decarbonization	Energy consumption (all sites)	P149/P151
	GHG emissions (all sites)	P149/P150
	CO_2 emissions and absolute emissions reduction rate across the entire product lifecycle (Kao Group)	P149/P150
	Scope 1: GHG emissions (all sites)	P150
	Scope 2: GHG emissions (all sites)	P150
	Scope 3: GHG emissions *Categories 1, 4, 11 and 12 only	P150
	CO_2 emissions from transportation (Japan)	P151/P155
Zero Waste	The amount of waste generated at sites	P164
	The amount of recycled waste and other materials	P164
Water Conservation	Water consumption (withdrawal) (all sites)	P176
	Water consumption trends throughout the product lifecycle (Kao Group)	P177
	Water withdrawal amount by source (all sites)	P180
	Wastewater discharge by destination (all sites)	P180
Air & Water Pollution Prevention	NOx emissions (all production sites)	P192
	VOC air emissions Boundary: Kao Group production sites in Japan	P192/P193
	COD pollution load (manufacturing sites that directly discharge industrial wastewater into public water bodies)	P192
Product Lifecycle and Environmental Impact	Output: Raw material procurement: CO_2 emissions Output: Distribution (transportation): CO_2 emissions Output: Use: CO_2 emissions Output: Disposal/Recycling: CO_2 emissions	P198
Inclusive & diverse workplaces	Base salary + other cash incentives Average annual salary (yen) (Male, Female) (Kao Group)	P266
	Base salary Average annual salary (yen) (Male, Female) (Kao Group)	P266
Employee wellbeing & safety	Death / loss of function: Including both regular employees and temporary workers (Kao Group)	P295
	Death / loss of function: Subcontractors (Kao Group)	P295
	Lost-time accidents frequency rate: Including both regular employees and temporary workers (Kao Group)	P295
	Lost-time accidents frequency rate: Subcontractors (Kao Group)	P295
	Number of employees who experienced lost work days due to occupational illness: Including both regular employees and temporary workers (Kao Group)	P295

Boundaries of environmental and social performance indicators

In general, we report the activities of the Kao Group (Kao Corporation, its subsidiaries and NIVEA Kao). Inclusive & Diverse workplace data covers Kao Corporation and its subsidiaries. Exceptions to these boundaries have been clearly stated as annotations to graph and in the text.