Kao **Consumer Communication Center Activity Report 2018**

January 1, 2017 – December 31, 2017





Opening

For Always Being a Great Partner to Consumers

In January 2017, we announced "Declaration of Consumer-orientation" in order to correspond to consumer oriented management promoted by Consumer Affairs Agency. CCC conducted information provision and social activities throughout the year with fresh mind from the viewpoint of consumers to act as one of the responsible departments. As one of new attempts, we reformed our organization in order to enhance information gathering from Consumer Communication Desk and sales departments as well as supporting local community. We strived to improve satisfaction of the consumers by enhancing our expertise and quicker responses. As for international subsidiaries, we supported them to organize consumer communication systems in order to increase communication handling abilities. In November, we renewed our communication system in Japan and started to enhance operation efficiency and proposal ability. These attempts are necessary to achieve our mission "to be close to consumers and a great partner anytime, anywhere."

There are many changes we need to correspond to such as aging of consumers contacting CCC, decrease of young consumers contacting CCC, globalization of consumer behavior, information spreading on SNS. We will treasure interactive communications with consumers by corresponding to those changes proactively and flexibly. We strive for "*Yoki-Monozukuri*" which leads to consumer satisfaction and sustainability of the society. Please read this Activity Report 2018 and send us comments. Your feedback is highly appreciated.

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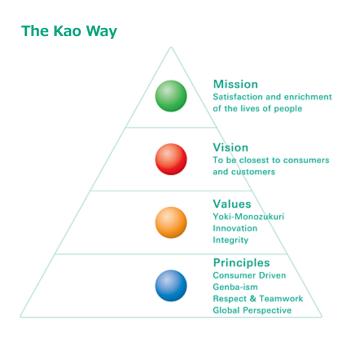
The Kao Way

Foundation of the Kao Group

The "Kao Way" embodies our corporate philosophy and is the foundation of the business activities of the Kao Group. As our cornerstone, "Kao Way" provides consistency to Group activities from the formulation of mid- to long-term business plans to each business decision that we make every day.

Always Acting from Consumers' Perspective

The "Kao Way" declares "Consumer Driven" and "*Genba*-ism (on-site)" as factors of the Principles. Especially "Consumer Driven" is placed on the top of the Principles and considered significant. Based on this principle, Kao Group always devotes itself to pursue wholehearted "*Yoki-Monozukuri*" from the consumers' perspective.



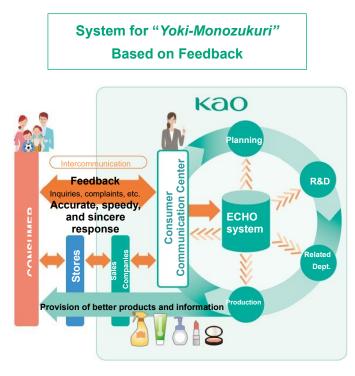
Details: http://www.kao.com/jp/en/corp_about/kaoway.html

Utilizing Feedback to "Yoki-Monozukuri"

Visualization of the Information for Quicker Response and Cooperation Enhancement

Kao Group share feedback from consumers within the Group in order to utilize for quick and accurate response to the inquiry, early detection of quality issues, and product development for implementation of "*Yoki-Monozukuri*". All the inquiries, comments and complaints we receive from consumers regarding Kao products, advertisements, and corporate activities are added to the "Kao ECHO System".

The feedback added to the system is analyzed and utilized for product development/ improvement within the Group. In 2017, a new system was organized in order to collect feedback globally. We utilize the feedback for enhancement of worldwide quality improvement.



1 Roles and Activities of Consumer Communication Center Promote consultation with higher satisfaction and trust through "Sincere Response" and "Provision of Lifestyle Information"

Supporting "Yoki-Monozukuri" by sincere response to customers' feedback

The mission of the Kao Group is to enrich lives of the people and contribute to the sustainability of the society through wholehearted "*Yoki-Monozukuri*" taking the customer's point of view. Kao aims for environment load reduction, product improvement/development from the viewpoint of Universal Design, and service quality improvement. CCC supports "*Yoki-Monozukuri*" of the Kao Group under consumer driven principles, by accepting the feedback sincerely, sharing feedback within the Group and advising utilization of the feedback for the product development.

Sincere response to solve complaints and inquiries

Not only listening to feedback and opinions of the products, we strive to feel consumer's thoughts and lifestyle which lie behind. Our motto is to help consumers who have any concerns "accurately, speedily and sincerely"

Help Consumers Create Enriched Lives through Transmission of Useful Information and Social Activities

CCC offers a variety of life information through diverse enlightenment activities. The activities include "product catalog" and "product Q &A" via Kao official website, newspaper column, SNS Active Support, holding various seminars, participation in events organized by public administrations, etc.



Consumer Communication Desk

cooperation with related departments

Roles and Activities of Consumer Communication Center



Social activities with consumers

Promote consultation with higher satisfaction and trust through "Sincere Response" and "Provision of Lifestyle Information"



Business Support Information Transmission Product development/improvement and Provision of information on products & life via website improvement of ads & labels by reflecting feedback from the consumers Wide range of support to Supporting activities of CCC in other Yoki-Monozukuri consumers through SNS Active counties Support **Quality Assurance Activities** Social Activities Consumer-oriented risk prediction & Collaborative activities with public Universal prevention activities. administrations, consumer organizations, Design Early risk detection from consumer related companies, etc. communication. Information provision by visiting schools, Quick response & early problem solving in conducting lectures and events, etc.

Roles and Activities of Consumer Communication Center We Strive for Gaining Consumers' Satisffaction through Communication, Cross-Department Trainings etc.

Hands-on Lectures

Providing wide range of lifestyle information

We collaborate with Consumer Affairs Centers through consumer awareness activities held by them and have opportunities to communicate directly with consumers. At the lectures on washing, hand-washing, nursing, etc. which relate to Kao's business activities, we provide information through hands on experiments and experience. Provided information such as tips for time-saving cleaning, how to select and use appropriate detergents, etc. is based on the knowledge of the Kao Group. We received favorable feedback such as "There are a lot of things that I did not know although it seems like I knew.", "There was a lot of information which is easy to utilize." etc. Our products improved their lifestyle.

In 2017, we held lectures for consumers with visual impairments. We received a delightful comment from one of the attendees who attended a lecture of a refill "*Raku-Raku*^{*1} Eco Pack Refill", "I was disappointed when I tried to refill a bottle and spilt the content. This new refill package is easy to refill." *1 "*Raku-raku*" expresses "easy" in Japanese

Information Provision through

Providing product / lifestyle information via website and SNS

We provide not only product information but lifestyle information and trouble shooting on our website.

In our product catalog, you can find product details (ingredients, how to use, cautions) in addition to the picture of the product and basic information. We also provide cautions upon sending the product by air from October 2017 (Refer page 8). At "Product Q&A", you can find Q&As based on questions collected at Consumer Communication Desk such as "What is surfactant?", "How should I measure optimal detergent amount for different size of the machine/load?" etc. At "Emergency SOS", you can find first aid information on troubles such as "accidental ingestion of a product" and "getting the detergent in one's eye".

Information is also provided by audio data using text to speech software along with pictures for customers with visual impairments.

Real Voice Training

Listening to feedback directly for our quality awareness improvement

"Real Voice Training" has been introduced in 2015 starting at producing divisions. At the training, not only members of the CCC but employees at related departments can have chances to listen to the feedback directly so that they can be close to the consumers and utilize the feedback in our business. In 2017, employees from corporate divisions and sales divisions who did not have chances to communicate directly with customers joined the training. We heard comments from the attendees such as "Through this training, I could reconfirm that feedback is very essential to us even it is just one opinion.", "I would like to utilize the feedback for product display." etc. The experiences are utilized for consumer-oriented proposals.

Refilling a bottle using *"Raku-Raku* Eco Pack Refill" at the lecture



Emergency SOS http://www.kao.com/ jp/soudan/aid/

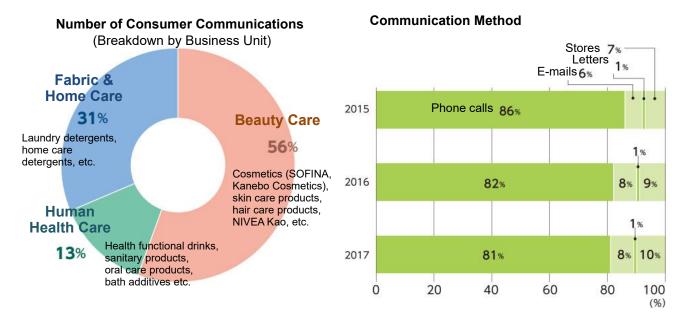


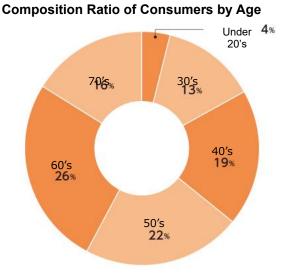
Training at Consumer Communication Desk



2 Summary of Diverse Communication with Consumers We had approximately 219,000 communications in 2017. Received communications are mostly from consumers aged 60 and over

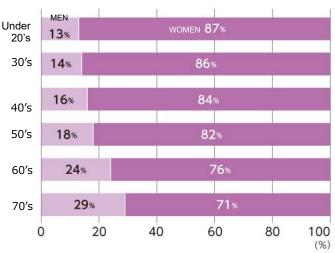
In 2017, we received approx. 219,000 (99% of previous year) cases of communications via phone calls, e-mails, letters, stores, etc. More than 80% of the communications are via phone calls. The communications via stores are increasing which account for 10% of the communications. The breakdown by business unit had a similar trend as the past. Communications on Beauty Care such as cosmetics and hair care products account for more than half of the communications on Fabric & Home Care such as detergents for laundry/housekeeping account for 30%. Most of the communications are from consumers in their 60's. In senior age group, the number of the communication from men is increasing. We receive many questions from the people who use the product for the first time and want to use the product accurately such as "Which detergent is appropriate for washing wool products?", "What kind of skin care product is suitable for my dry skin?" etc. The communications regarding air transportation such as "I would like to send the product overseas." is 119% of the previous year and still increasing. It may be an influence of tourists visiting Japan.





*including cases of estimated age and excluding age unknown $\overline{\mathbf{5}}$

Composition Ratio of Consumers by Sex Differences



*including cases of estimated age and excluding age unknown

We Provide Solutions for Young Generations via SNS Active Support

We supported approx. 2,200 concerns regarding housekeeping and beauty care in 2017.

Aging of consumers who contact Kao CCC is advancing these 10 years. Contacts from the 30's accounted for 39% in 2008 became half in 2017 while contacts from consumers over 60 doubled the ratio to 42%. One of the reasons is assumed to be a difference of information acquisition methods by age group. Most of the consumers of young age, mainly in the 20's utilize internet as information acquisition source. SNS utilization among young people not only in the 20's but also teens is also high compared to other age groups.*

At CCC, we established Kao Official Support on "Yahoo! *Chiebukuro*" which is the biggest Q&A website in Japan in July, 2015. We provide information on our products as well as all kinds of supports for the concerns posted on the website regarding housekeeping and beauty care. We supported 2,200 concerns and the total views of the website became approximately 920,000 in 2017.

* Consumer Affairs Agency (CAA). *White Paper on Consumer Affairs 2017*, Part 1, Chapter 3, [Feature] Consumption by the youth

Supported concerns in 2017 (Based on Kao knowledge)

- · How to remove stain on clothes
- · How to remove stain on sneakers and bags
- · Skin care method for skin with pimples
- · How to fix bed hair
- · How to recolor hair darker
- · Hair loss concerns of teens
- · Remedies for oily hair etc.

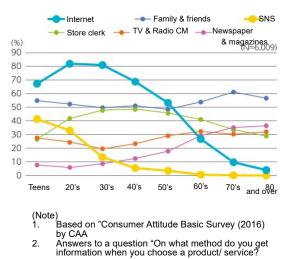
Kao Official Support (Japanese only) https://chiebukuro.yahoo.co.jp/my/kao_official

We received "Consumer-Oriented Activity Award" hosted by ACAP (the Association of Consumer Affairs) on February 2018 for our activity beyond our products and services.

ACAP Award 2017 (Japanese only)

https://www.acap.or.jp/shohishashikokeiei/acapsho/acapsho_hyosho_

Information Acquisition Source by Age Group



Sample image of "Yahoo! Chiebukuro"



*This is a sample image of our support on the website.

Topics

2017 Activity Topic 1

We Aim to Contribute to "Social Inclusion"

We established "Kao's Guidelines of Universal Design" in order to provide userfriendly and easy to use for everyone. We strive to provide products and services imbued with consideration and care for the users. Our aim is for people of all groups to use our products, so that we can play a useful role in fostering relationships between individuals, and between individuals and society.

Kao's Guidelines of Universal Design

User-friendly products

We strive to deliver "user-friendly products" by focusing on "accessibility", "safety", and "usability".

Creating joy through products

We strive to create products that bring joy to people in their daily lives.

Social inclusion

By giving due consideration to diversity and diverse relationships as we influence lifestyles, we aim to contribute to the promotion of social inclusion.

New user-friendly dish wash style for happier daily life

CuCute CLEAR Foam Spray is a representative product which was created in line with "Kao's Guideline of Universal Design". It is a new type of dishwashing detergent with a powerful foam spray that removes dish residue that is hard to wash with a sponge.

After its launch in September 2016, we received a great deal of feedback from customers with comments such as "Blades of a mixer which I was afraid to wash, spout of the teapot and packing seals of Bento box which I could not wash well are all clean now.", "I had troubles with washing water bottles and punching bowls for a long time. This spray wash away well and I am so happy." etc.

Favorable feedback from people who had inconvenience due to their health conditions

Moreover we received favorable feedback from people experiencing inconvenience from their health conditions such as "Although side effects of medication worsen the condition of my nails and fingers, I'm able to wash dishes with this. Because I had been unable to perform everyday tasks after I became sick up until now, I felt depressed by this inconvenience. So when I first used the spray, I almost cried", "My daughter who cannot use right arm due to her illnerss was able to wash dishes with this product using only her left hand. I'm now able to ask her to help me with the dishes. This has made us very happy"

Unscented type created from users' feedback

We launched "unscented type" in October 2017 and it was a response to a large number of feedback since its launch as "I prefer unscented since we use it on dishes." We strive to foster continuing improvement of our products reflecting users' feedback.

CuCute CLEAR Foam Spray



Providing Information for Transportation by Air

We receive many questions regarding dangerous goods

We recently receive many inquiries such as "I'd like to send this item by air so will tell me the concentration of ethanol in this product?" Especially, we receive a large number of inquiries on sunscreens, hair colors, thermo patches, etc. Inquiries regarding cosmetics such as facial lotions are increasing as well.

You can search product information on our product catalog website

Most of the inquiries are from carriers, such as a post office, which received requests for sending products to a foreign country by air. Their questions are whether the products are categorized as dangerous goods by Civil Aeronautics Act. However we also receive questions from our customers directly.

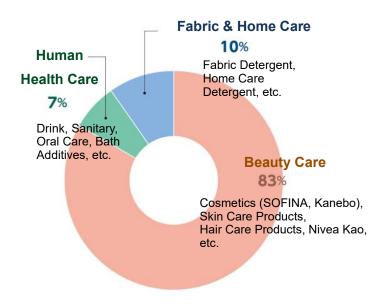
From October 2017, as for products categorized as dangerous goods, we provide information of "Caution when sending the product by air" on our product catalog website. Customers can find the information by themselves without making a phone call to CCC.

Also there are a product catalogs written in English and Chinese. You can find the same information in those languages as well.

When we receive questions regarding transportation by air, we proactively inform our customers that we have information on our websites.

We will continue to provide information so that our customers can send our products by air safely.

Communication Numbers on Dangerous Goods (Ratio by Category)



Sample image of our website with information on transportation by air



Caution Safety & Security Awareness Activities

For Preventing Accidental Ingestion during Bleaching & Washing

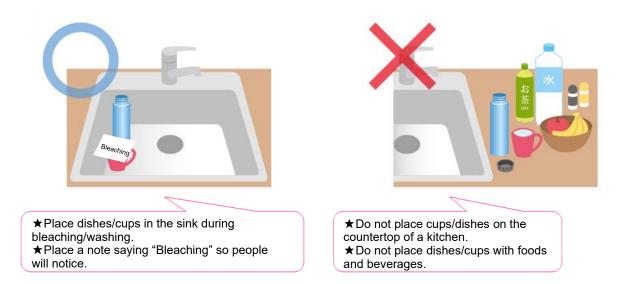
Sometimes it is better to soak the dishes and utensils in water with bleach or detergent before washing. We receive comments such as "I accidentally licked the solution", "I ingested the solution", etc. from consumers who had accidental ingestion.

Major cause of accidental ingestion is a situation where it is hard to recognize dishes are being bleached or washed.

People are increasing who soak cups with bleach solution inside without using dishpan. So the family members sometimes accidentally ingest the solution not knowing the liquid is solution of bleach/detergent. In addition, there are people who use spray type bleach. Since foam disappears as time goes by, there is a possibility of using the cup without rinsing.

The positioning of dishes being bleached or washed is important

One of the questions we receive most is "I forgot that I sprayed a cup / water bottle and had a sip of tea using it without rinsing. I do not feel anything wrong now but is it OK?" To prevent mistakes as such, we must be careful where to place dishes and cups when we bleach/wash and avoid leaving them for a long time.



In case of accidental ingestion, please check for first aid information on the websites below.

Japan Soap and Detergent Association (JSDA) First Aid for Accidental Ingestion http://www.isda.org/w/3goingovou/list.html Kao SOS http://www.kao.com/jp/soudan/aid

Safety & Security Awareness Activities Caution

Callilng Attention for Handling & Storing of Refill Products

The original container of a product has a function to protect its content from outside environment such as lights, heat, and air as well as a function to measure proper amount for the product. When you use refill products, environmental burden is reduced due to less plastic consumption.

According to 2016 shipment statistics published by JSDA, refill/replacement products count for 79% of all the items and the numbers are increasing. It is becoming common for consumers to buy refill products on shampoo, conditioner, fabric detergent, bath cleaners, etc.



Be careful when you store and carry

Refill products are made with thin films on the assumption that they are to be refilled to the original containers. Piling, placing heavy things on refill products, contacting pointy things may tear refill products. Caution must be paid when handling refill products including carrying.



Refill products are affected easily by the outer environment compared to the original container product. They should be stored avoiding sunlight and humidity. In case you store a product for a long time, its quality may change and it may be unusable. Avoid bulk purchasing which may lead to longterm storing and use as soon as possible.



Do not store in a closet or under the sink



We inform how to handle refill products and caution on the back of the product

Oxygen

bleach



- Avoid water and metal contamination when you refill to avoid explosion.
- Be careful not to squeeze the package as liquid may squirt.
 %Please refill the original container as soon as possible.

This product is a refill product which can reduce waste with consideration to environmental conservation.

Be careful when you carry and store as the package is soft. It may be torn and liquid may leak.

Holding the spout may lead to accidental opening.

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3 Products Created from Customers' Feedback

Merit Jihada Sukkiri Foam Shampoo

No need to foam

Let you wash easily and rinse off quickly even your hair is thin

Needs from the customer

There are a large number of seniors who feel difficult to lather shampoo

- I got old and my joint of my fingers hurt. It became difficult for me to lather shampoo.
- I place shampoo directly on my hair. It takes time for me to rinse it off. So please create foam shampoo for adults too.
- Considering further aging of society, there may be people who feel difficult to foam shampoo by themselves. Having shampoo in foam is very convenient. Please sell foam shampoo for adult too.

For Yoki-Monozukuri

We launched foam shampoo targeting seniors for smooth shampooing

We launched foam type shampoo for kids in 2015 so that kids can shampoo on their own with having fun. By having the shampoo in foam, kids who were not good at foaming shampoo can wash and rinse off their hair by themselves. We received a lot of favorable comments.

On the other hand, we found out that it becomes "difficult to foam and rinse" when you get older due to hair becoming thin and less volume. In order to respond to these concerns from seniors, we launched "Merit *Jihada Sukkiri* Foam Shampoo" in 2017.

Smooth foam will cover your scalp and avoid your hair being tangled caused by foaming and lathering. Even thin hair can be washed smoothly. Fine foam expands all over your scalp, and your scalp is washed thoroughly keeping your scalp clean. Lather can be rinsed off quickly due to a special formula.



We receive favorable comments on foam type shampoo which enables kids to shampoo on their own.



Merit Foam Shampoo for Kids

Feedback from the customer

I called you in the past asking for creating foam shampoo for seniors. I recently knew that foam shampoo has been launched and I am so happy about it. I used foam type shampoo during nursing. It can be rinsed off quickly and cost saving. I really like it.

Products Created from Customers' Feedback 3

New Package of Biore u Refill

New package offers easy refill and identification which enables you to distinguish it just by touching

Needs from the customer

Consumers demanded new refill products for body wash as well

- I used new refill for shampoo and it was great. It is easier to refill. I want the same type of refill products for body wash too.
- The new refill package is compact and standing alone. It is convenient for storing. Since the spout of the refill package can be inserted into the container straight, it keeps standing without my hand for support. The remaining of the content is much less so please adopt this type of bag for body wash too. Once I used a new refill package, I find it difficult and stressful to use the old ones.

For Yoki-Monozukuri

We adopted *"Raku-raku* Eco Pack Refill" for body wash and provided better identification

"Raku-raku Eco Pack Refill" was adopted for high viscous shampoo and conditioner in 2016. Spout which can be set to the container provide stability so that you do not have to worry about spilling. If you push the bag, the content will leak out quickly with less remaining. We received favorable comments from users as well as demands such as "Please adopt this type of bag for other items." etc. Responding to such feedback, we adopted *"Rakuraku* Eco Pack Refill" for body wash too. The color of the caps for body wash is different from shampoo and conditioner to distinguish it better. In addition, we attached a "Line Type Tactile Symbol" on top the cap which is a symbol for body wash so that you can distinguish it just by touching.



Feedback from the customer

New refill package for Biore u is so easy to use and I am saved by this product. I spilled the liquid and had much remaining when I refilled with old ones, but this new one is much easier to refill. I have a grandson who is 6 this year, and he could refill easily. He is happy and started to help me with chores since then.

3 Products Created from Customers' Feedback

Blaune Hair Mascara (Temporal hair color for gray hair) Prevent leakage and tangling during application

Needs from the customer

We received various needs regarding its usability

- When I was applying the mascara, the container fell and the liquid spilled. I am a loyal use of this product and this was the first time to experience such incident. I was surprised.
- I prefer a product which can be used from my forehead to ear for root coloring.
- I want to color just gray part of my hair. Sometimes it is hard for me to color since the brush tangles in my hair. Please improve the product.

For Yoki-Monozukuri

We improved the container in order to have it stand stably and prevent from leakage when falling

We improved usability of "Blanue Hair Mascara" based on customer feedback received for pre-improvement hair mascara for gray hair. One of improvements is making the bottom wider so that the bottle will not fall down easily and stand stable. A ribbon shaped protuberance will prevent from rolling when it falls. In addition, a slit was placed inside the container to prevent liquid spill when falling.

Special brush made it possible to color neatly on large and small parts of your hair

Pre-improvement brush was round so we received feedback such as "My brush is tangled in my hair." etc. Back of a new brush does not get tangled in the hair and a mixed shape of comb and sponge prevent your scalp to be colored easily. In addition, a long brush can allow you to color wide area and curb of the brush on the edge allow you to color small area neatly.



Feedback from the customer

The length of the brush is the right length. It is easy to color gray hair around my ear too. It is easy to cover my gray hair and I am happy about it. Please keep creating convenient products like this.

Cosmetic Samples

Cosmetic samples which can be used multiple times so that customers can check fitting and feeling

Needs from the customer

We received requests for samples which can be used multiple times to check

• I have sensitive skin and I always check with samples before buying a product. I think amount of samples is not enough. I cannot find out whether the product is good for me or not with one-time trial.

For Yoki-Monozukuri

Most of our samples could be used for a couple of times which did not meet customers' needs

Since the cosmetics are to be applied on skin, we receive comments from customers such as "I want to check whether the product is good for my skin with samples before changing to a new product." etc. Many customers request for samples of foundation and makeup items because they want to check whether feeling, color, finish, etc. is good on them. We have various samples but they were designed to be used up in a couple times of trials.

New samples were designed to provide comfort and excitement

"Curél", which is a brand for dry and sensitive skin, have a sample of skin lotion in a bottle which can be used for about 5 days which respond to customers' needs and release customers' anxiety. We also made a sample of "SOFINA Primavista *Kireina Suhada Shitsukan* Powder Foundation" which you can experience the smooth application feeling multiple times. In addition, we created stick type sample of "Aube Smooth Lip Color" so that customers can apply it directly to the lip without using lip brush. We designed the shape to be used immediately so customers will try without putting it away. We seriously consider customers' anxiety before changing skin care products and happiness when selecting new cosmetics. We strive to offer samples which can provide comfort and actual feeling.



Lipstick sample which can be applied directly to the lip without a brush

Feedback from the customer

I could use the skin lotion sample for a week. Thanks to the lotion, my face is not dried anymore. I want to continue to use it.

Inquiry about Our Products

	Hair Care / Skin Care Products	0120-165-692
	Oral Care / Bath Additive / Thermo patch	0120-165-696
Р	Beverage (Healthya)	0120-165-697
Н	Diapers / Sanitary Products	0120-165-695
0	Laundry / Cleaning / Dish Washing Products	0120-165-693
N	Pet Care	0120-165-696
E	SOFINA	0120-165-691
	Kanebo Cosmetics	0120-518-520
	NIVEA / 8 x 4	0120-165-699

Office Hours Mon-Fri 9:00–17:00 (excluding national holidays)

*Emergency calls such as accidental ingestions can be reached 24/7 at numbers above.

*Your call will be recorded for quality assurance.

* Please display your phone number when you make a phone call.

E-mail	<kao &="" kao="" nivea=""> https://ssl.kao.com/jp/soudan/ <kanebo cosmetics=""> https://ssl.kao.com/jp/kanebo-soudan/ *Contact us from an online form from our website</kanebo></kao>	
Fax	03-5630-9380	
Letter	Kao Consumer Communication Center Kao Corporation 2-1-3 Bunka, Sumida-Ku, Tokyo 131-8501	
Sign Language	Software: Skype Supported Language: Japanese Sign Language & Signed Japanese Skype ID:Kao & NIVEA Kao – kao[at]shur.jp Kanebo Cosmetics – kanebo[at]shur.jp Office Hours Mon-Fri 9:00 – 17:00 (excluding national holidays)	

Website

Kao Product Catalog Product Q&A	http://www.kao.com/jp/ http://www.kao.com/jp/products/ http://www.kao.com/jp/qa/
Kanebo Cosmetics	http://www.kanebo-cosmetics.co.jp/
NIVEA Kao	http://www.nivea-kao.jp/

Send your request for Activity Report and other materials to

consumer@kao.co.jp

Personal Information Protection Kao Consumer Communication Center deals various kinds of personal information. We recognize personal information is valuable asset and we follow Privacy Policy of Kao Group Companies in Japan.

Kao Corporation	
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Kao Corporation Consumer Communication Center	