

Executives and Managers' Responsibility to Take the Lead in Complying with the Kao Business Conduct Guidelines, Be Good Role Models for All Employees and to Communicate the Kao Business Conduct Guidelines to their Members



1. Our executives shall engage in dialogue with employees in good faith in order to raise awareness of the Kao Business Conduct Guidelines. They shall also gain understanding and approval of business partners and encourage them to act in accordance with the Kao Business Conduct Guidelines.



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- 2. In the event that the company violates the Kao Business Conduct Guidelines and loses the trust of society or recognizes these risks, our executives shall proactively take responsibility to respond to the situation, including resolving the problem, investigating the causes, and preventing the problem from recurring.
- **3.** We shall establish compliance hotlines that are independent and encourage employees to utilize them to continuously improve corporate behavior.

	Kao Group Integrity Card
	king a decision, ask yourself: action comply with all relevant laws and regulations?
	conform to company policy and / or rules including the Kao Conduct Guidelines?
Can you were to l	legitimately justify the action internally and externally if they be reported by the press?
member	ou feel comfortable if similar action were taken against a of your own family (e.g. Can it be considered discrimination, ent, etc.) ?
	not answer"yes" to all the above questions, don't take such action ecision only when you are completely satisfied.
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