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## 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.



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.

