

Kao Corporation

Notice Regarding Changes of a Member of the Board of Directors, Audit & Supervisory Board Members and Executive Officers

February 5, 2013

Kao Corporation (the “Company”– *Ticker Code:4452*) announces that its Board of Directors resolved changes of a Member of the Board of Directors, Audit & Supervisory Board Members and Executive Officers as described below, at the meeting of the Board of Directors held on the date hereof.

As part of the Company’s continued efforts to strengthen its corporate governance system, the Company will increase the number of its outside Directors from two to three members and its outside Audit & Supervisory Board Members from two to three members to enhance transparency of its management and incorporate diverse opinions. As a result of these changes, three out of ten Members of the Board of Directors and three out of five Audit & Supervisory Board Members are occupied by outsiders, which constitute 40% of the total number of Members of the Board of Directors and Audit & Supervisory Board Members.

These changes are to be made effective after the necessary resolutions of the Company’s Annual General Meeting of Shareholders, which is scheduled to be held on March 26, 2013, or the meeting of the Board of Directors or Audit & Supervisory Board to follow immediately thereafter.

1. Member of the Board of Directors to be newly nominated

Name	Current Position*
Toru Nagashima**	Chairman of the Board, TEIJIN LIMITED

2. Audit & Supervisory Board Members to be newly nominated

Name	Current Position*
Shoji Kobayashi	Executive Officer President, Chemical Business Unit, Global
Norio Igarashi, CPA***	Professor, Faculty of Business Administration, Yokohama National University

3. Audit & Supervisory Board Member to retire

Name	Current Position*
Masanori Sunaga	Full-time Audit & Supervisory Board Member

4. Executive Officer to be newly nominated

Name	Current Position*
Masakazu Negoro	President, Chemical Business Unit Oleo Chemicals, Global

5. Executive Officer to retire

Name	Current Position*
Shoji Kobayashi	President, Chemical Business Unit, Global

*Current Position as of February 5, 2013

**Nominated as an outside Member of the Board of Directors

***Nominated as an outside Audit & Supervisory Board Member

Media inquiries should be directed to:

Corporate Communications Department

Kao Corporation

Phone: +81-3-3660-7043

Fax: +81-3-3660-7044