Annual Financial Review

From April 1, 2012 to December 31, 2012

Kao Corporation

February 5, 2013

This is a translation of materials used for the analyst meeting held in Japan on February 5, 2013.

FASF MEMBERSHIP

Enriching lives, in harmony with nature.

These presentation materials are available on our website in PDF format:
http://www.kao.com/jp/en/corp_ir/presentations.html

Forward-looking statements such as earnings forecasts and other projections contained in this release are based on information available at this time and assumptions that management believes to be reasonable, and do not constitute guarantees of future performance. Actual results may differ materially from those expectations due to various factors.

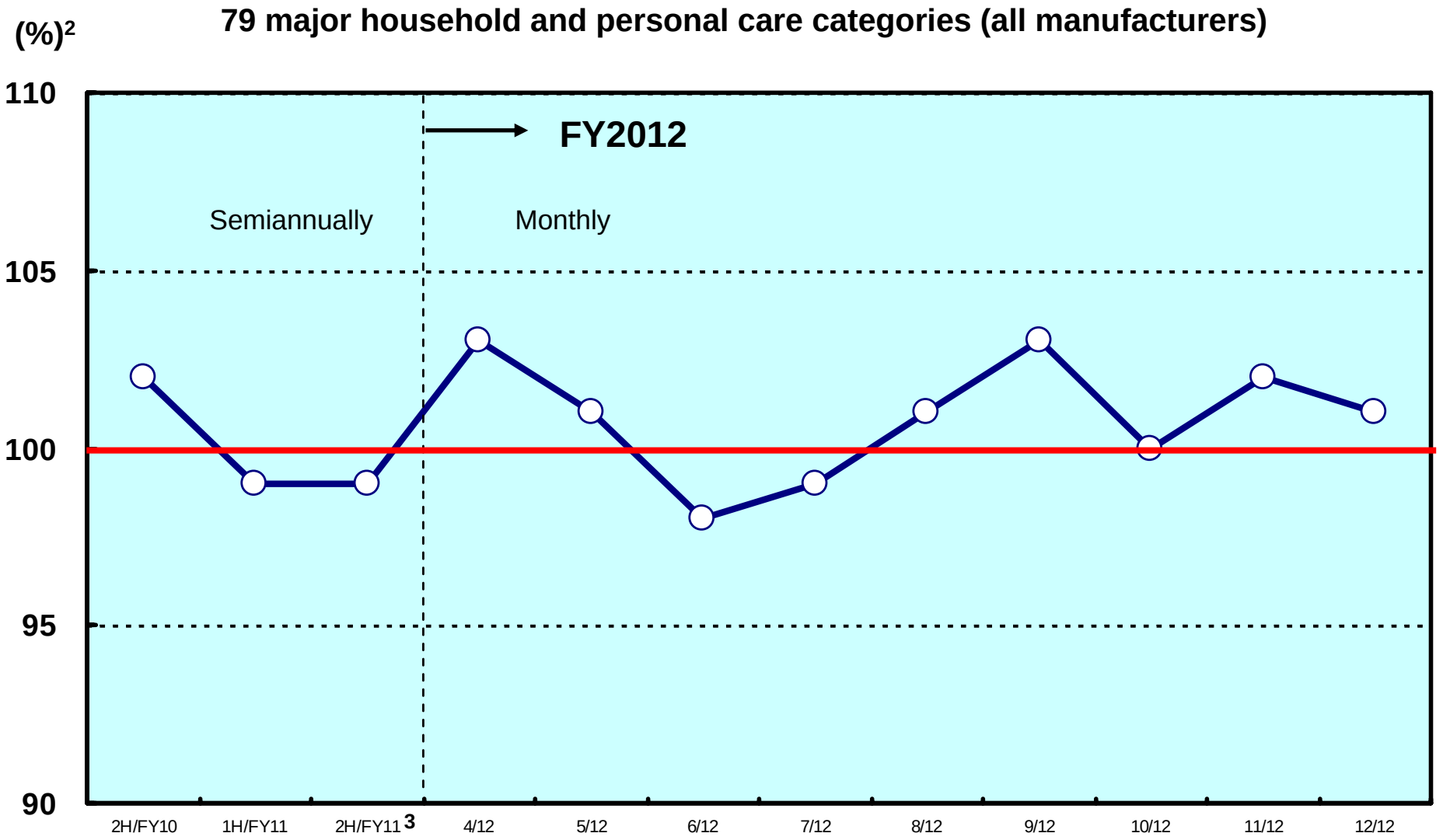
Note: The yen amounts in these presentation materials, which were previously truncated to their respective units for presentation, are rounded to the nearest unit from FY2012, ended December 31, 2012. Figures for FY2011, ended March 31, 2012, and prior fiscal years have also been restated for ease of comparison.

1. Business Environment

April 1, 2012 – December 31, 2012

kao
Enriching lives, in harmony with nature.

Consumer Products[1] Market in Japan

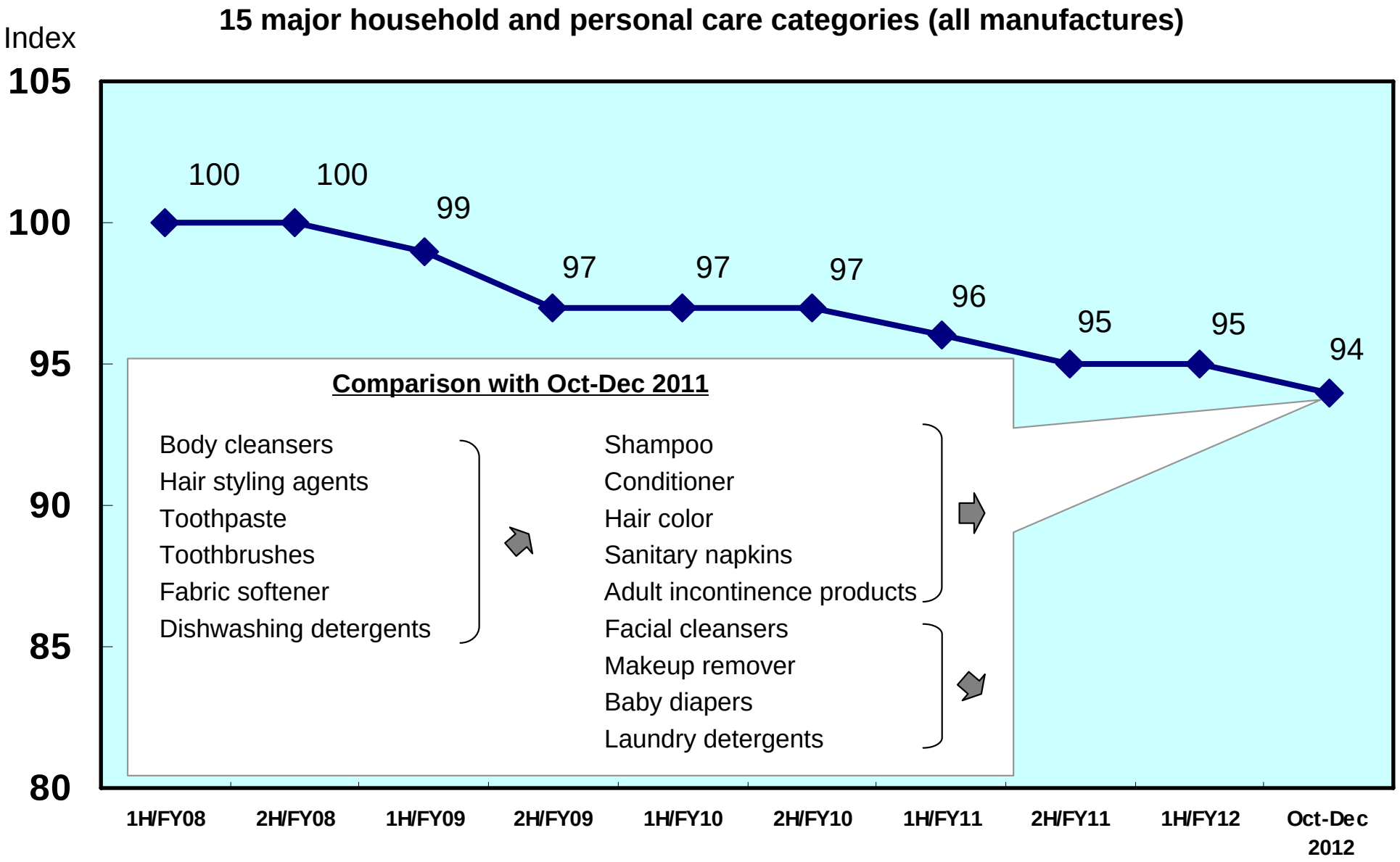


(Source: SRI POS data by INTAGE Inc.)

1 Consumer products do not include prestige cosmetics.
2 Year-on-year growth rate of market size in value (yen)
3. The data of 2H/FY10 includes hoarding due to the earthquake in March 2011.

kao
Enriching lives, in harmony with nature.

Consumer Purchase Prices in Japan



(Source: SRI POS data by INTAGE Inc.)

kao
Enriching lives, in harmony with nature.

2. Consolidated Business Results

April 1, 2012 – December 31, 2012

Fiscal year end is December 31 from FY2012

Term of consolidation for FY2012 as a transitional period

- **Group companies whose fiscal year end was previously March 31*:**
  April-December 2012
- **Group companies whose fiscal year end is already December 31:**
  January-December 2012

Restated FY2011
Figures for the nine-month period from April 1 to December 31, 2011 for group companies whose fiscal year end was previously March 31.

Adjusted growth
Comparison with the nine-month period from April 1 to December 31, 2011 for group companies that previously had a fiscal year end in March

* Kao Corporation and certain consolidated subsidiaries with the same fiscal year end

kao
Enriching lives, in harmony with nature.

Key Points in FY2012

Japan sales related

1. Consumer purchase price of 15 major household and personal care categories market in Japan[1]:
   - 1st half: -1 point year-on-year
   - Oct.-Dec.: Flat
2. Growth of household and personal care market in Japan[2] (Apr.-Dec.): +1%
3. Growth of the cosmetics market in Japan[3] (Apr.-Dec.): -0.2%

Income statements related

		Adjusted growth[4]
1. Net sales:	¥1,012.6 billion	+0.4%
• Effect of currency translation:	-¥7.3 billion	-0.7%
• Sales growth excluding effect of currency translation:	+¥11.6 billion	+1.1%
2. Increase/decrease in operating income[5]:	+¥3.1 billion	

Cash flow related

1. Free cash flow[6]	¥52.7 billion
2. Payments of cash dividends[7]:	¥33.5 billion

1 Index with the 1st half of FY2008 as 100 (Source: SRI POS data by INTAGE Inc.)
2 Source: SRI POS data by INTAGE Inc.
3 Source: SLI data by INTAGE Inc.
4 Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)
5 Please refer to slide 12 for details.
6 Free cash flow = Net cash provided by operating activities + Net cash used in investing activities
7 Includes payments of cash dividends to minority shareholders.

kao
Enriching lives, in harmony with nature.

FY2012 Consolidated Results

Billion yen	FY11	Restated FY11 [1]	FY12	Adjusted growth [1]
Net Sales	1,216.1	1,008.3	1,012.6	**+0.4%**
EBITA [2]	142.2	124.2	125.7	**+1.2%**
EBITA Margin*	*11.7%*	*12.3%*	*12.4%*	
Operating Income	108.6	98.5	101.6	**+3.2%**
Operating Margin	*8.9%*	*9.8%*	*10.0%*	
Ordinary Income	110.0	100.2	104.2	**+4.0%**
Net Income	52.4	51.8	62.4	**+20.5%**
EBITDA	188.4	160.6	161.4	**+0.4%**
ROE [3]	9.8%	-	11.0%	
EPS (yen)	100.46	99.16	119.55	**+20.6%**

1 Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)
2 Operating income before amortization of goodwill and intellectual property rights related to M&A.
3 ROE of FY2012 is for the transitional period connected with the change in fiscal year end.

kao
Enriching lives, in harmony with nature.

Consolidated Net Sales [1]

	Restated FY2011 [1]	FY2012		
	Billion yen	Billion yen	% Growth	
			Adjusted [1]	Like-for-like [2]
Beauty Care Business	311.9	**312.6**	**+0.2**	**+0.2**
Human Health Care Business	125.8	**131.6**	**+4.6**	**+4.6**
Fabric and Home Care Business	204.5	**208.9**	**+2.1**	**+2.1**
Japan total	**642.3**	**653.1**	**+1.7**	**+1.7**
Asia [3]	81.5	**87.2**	**+7.0**	**+7.8**
Americas [3]	55.1	**56.6**	**+2.7**	**+2.1**
Europe	61.5	**57.3**	**-6.9**	**-1.8**
Eliminations	-21.4	**-21.0**	**-**	**-**
Consumer Products Business	**819.0**	**833.2**	**+1.7**	**+2.1**

1: Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)
2: Excludes the effect of currency translation and the impact of the change in financial term.
(Please refer to slide 6 for details.)
3: Australia and New Zealand, which had been included in Asia until FY2011, have been reclassified to Americas from FY2012. The results of FY2011 have been restated for the purpose of comparison.

kao
Enriching lives, in harmony with nature.

Consolidated Net Sales [2]

	Restated FY2011 [1]	FY2012		
	Billion yen	Billion yen	% Growth	
			Adjusted [1]	Like-for-like [2]
Japan	95.6	**92.0**	**-3.8**	**-3.8**
Asia	89.2	**75.6**	**-15.3**	**-15.0**
Americas	35.9	**33.6**	**-6.5**	**-5.2**
Europe	55.7	**53.5**	**-4.0**	**+3.6**
Eliminations	-57.2	**-46.5**	**-**	**-**
Chemical Business	**219.2**	**208.1**	**-5.1**	**-3.1**
Eliminations	-30.0	**-28.6**	**-**	**-**
Consolidated net sales	**1,008.3**	**1,012.6**	**+0.4**	**+1.1**

1: Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)
2: Excludes the effect of currency translation and the impact of the change in financial term. (Please refer to slide 6 for details.)

kao
Enriching lives, in harmony with nature.

Consolidated Income Statements

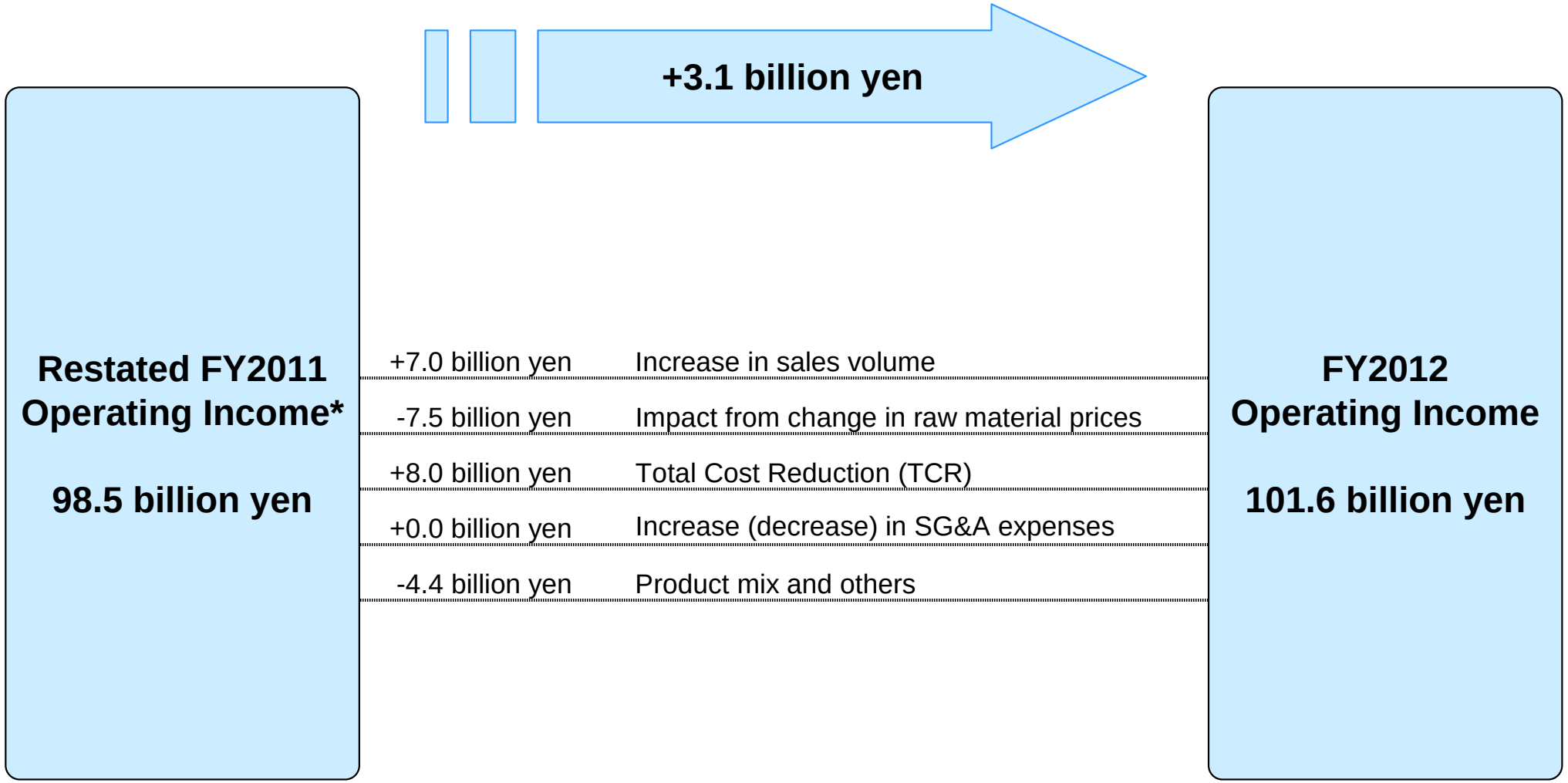
	FY2011		FY2012		Adjusted % growth[1]
	Billion yen	%	Billion yen	%	
Net Sales	1,216.1	100.0	**1,012.6**	**100.0**	+0.4
Cost of Sales	525.0	43.2	**442.5**	**43.7**	
Gross Profit	691.1	56.8	**570.1**	**56.3**	
SG&A Expenses[2]	582.5	47.9	**468.5**	**46.3**	
Operating Income	108.6	8.9	**101.6**	**10.0**	+3.2
Non-operating Income/Expenses	1.4	0.1	**2.6**	**0.3**	
Ordinary Income	110.0	9.0	**104.2**	**10.3**	+4.0
Extraordinary Gain/Loss	-4.8	-0.4	**-1.9**	**-0.2**	
Income Before Income Taxes and Minority Interests	105.3	8.7	**102.3**	**10.1**	
Income Taxes	50.8	4.2	**38.5**	**3.8**	
Income Before Minority Interests	54.5	4.5	**63.8**	**6.3**	
Minority Interests	2.1	0.2	**1.4**	**0.1**	
Net Income	52.4	4.3	**62.4**	**6.2**	+20.5

1 Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)
2 Amortization related to Kanebo Cosmetics
FY2011: 27.4 billion yen, FY2012: 20.5 billion yen

kao
Enriching lives, in harmony with nature.

FY2012 Consolidated Operating Income Analysis

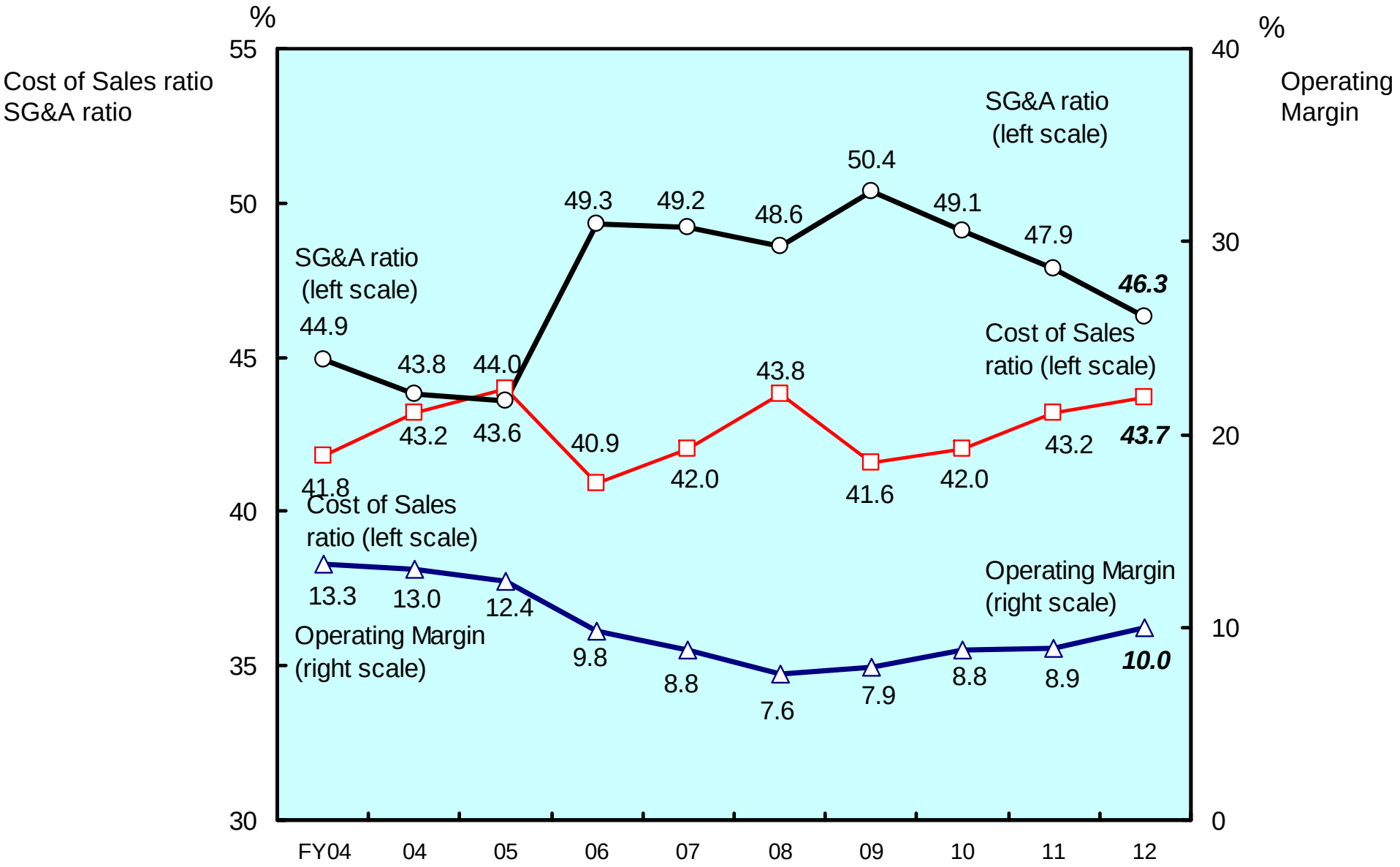
Comparison with restated FY2011



* Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)

kao
Enriching lives, in harmony with nature.

Consolidated Cost of Sales and SG&A to Net Sales



* Structure has changed significantly since FY2006 due to the consolidation of Kanebo Cosmetics. The impact of the change in financial term is included in FY2012. (Please refer to slide 6 for details.)

kao
Enriching lives, in harmony with nature.

Breakdown of Major Consolidated SG&A Expenses

(Billion yen)

	FY2011	**FY2012***
Total SG&A Expenses	582.5	**468.5**

Freight/Warehouse	68.4	**56.8**
Advertising	82.2	**67.0**
Sales Promotion	63.0	**52.1**
Salaries and Bonuses	121.8	**97.7**
R&D	48.2	**37.5**

*Includes the impact of the change in financial term. (Please refer to slide 6 for details)

kao
Enriching lives, in harmony with nature.

Consolidated Non-operating Income/Expenses and Extraordinary Gain/Loss

(Billion yen)

Non-operating Income/Expenses	FY2011	FY2012*
Non-operating Income	5.3	**5.0**
Interest Income	0.9	**0.8**
Dividend Income	0.2	**0.2**
Equity in Earnings of Nonconsolidated Subsidiaries and Affiliates	1.7	**1.7**
Other	2.6	**2.3**
Non-operating Expenses	3.9	**2.3**
Interest Expense	2.2	**1.2**
Foreign Currency Exchange Loss	0.6	**0.3**
Other	1.1	**0.9**

Extraordinary Gain/Loss	FY2011	FY2012*
Extraordinary Gain	0.3	**0.6**
Gain on Sales of Fixed Assets	0.2	**0.1**
Gain on Sales of Stock of Subsidiary	-	**0.3**
Other	0.1	**0.2**
Extraordinary Loss	5.0	**2.6**
Loss on Sales/Disposals of Fixed Assets	2.4	**2.2**
Loss related to the Great East Japan Earthquake	2.0	**-**
Other	0.6	**0.3**

*Includes the impact of the change in financial term. (Please refer to slide 6 for details)

kao
Enriching lives, in harmony with nature.

Consolidated Results by Segment

		Restated FY2011 [3]		FY2012		Adjusted changes [3]	Adjusted growth [3]
		Billion yen	% of net sales	Billion yen	% of net sales	Billion yen	%
Beauty Care Business	Net Sales[1]	444.5	-	**444.4**	**-**	-0.1	-0.0%
	EBITA[2]	42.6	9.6%	**45.9**	**10.3%**	+3.2	+7.6%
	Operating Income	17.0	3.8%	**21.8**	**4.9%**	+4.8	+28.0%
Human Health Care Business	Net Sales[1]	144.1	-	**152.0**	**-**	+7.9	+5.5%
	Operating Income	12.6	8.7%	**11.5**	**7.6%**	-1.0	-8.3%
Fabric and Home Care Business	Net Sales[1]	230.4	-	**236.7**	**-**	+6.3	+2.8%
	Operating Income	47.2	20.5%	**51.4**	**21.7%**	+4.1	+8.7%
Chemical Business	Net Sales[1]	219.2	-	**208.1**	**-**	-11.2	-5.1%
	EBITA[2]	21.8	9.9%	**16.9**	**8.1%**	-4.9	-22.5%
	Operating Income	21.7	9.9%	**16.8**	**8.1%**	-4.9	-22.6%
Consolidated	Net Sales	1,008.3	-	**1,012.6**	**-**	+4.3	+0.4%
	EBITA[2]	124.2	12.3%	**125.7**	**12.4%**	+1.6	+1.2%
	Operating Income	98.5	9.8%	**101.6**	**10.0%**	+3.1	+3.2%

1 Before elimination of intersegment transfers
2 Operating income before amortization of goodwill and intellectual property rights related to M&A
3 Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)

kao
Enriching lives, in harmony with nature.

[Reference] Consolidated Results by Geographic Area

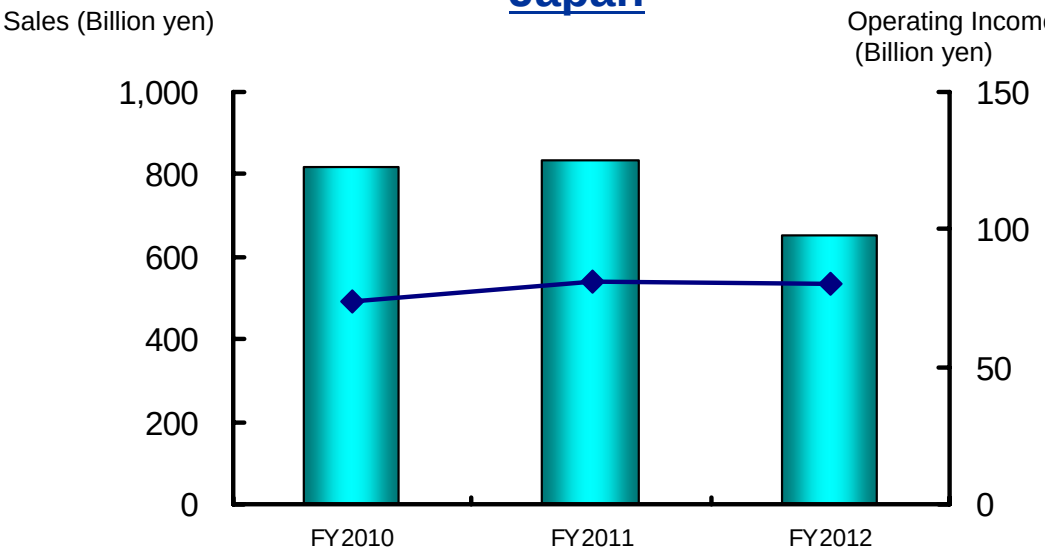
		Restated FY2011 [4]		FY2012		Adjusted changes [4]	Adjusted growth [4]
		Billion yen	% of net sales	Billion yen	% of net sales	Billion yen	%
Japan	Net Sales[1]	712.3	-	**720.8**	**-**	+8.4	+1.2%
	EBITA[2]	101.3	14.2%	**108.8**	**15.1%**	+7.5	+7.4%
	Operating Income	77.6	10.9%	**86.5**	**12.0%**	+9.0	+11.5%
Asia [3]	Net Sales[1]	167.6	-	**159.9**	**-**	-7.8	-4.6%
	Operating Income	9.4	5.6%	**6.3**	**3.9%**	-3.2	-33.7%
Americas [3]	Net Sales[1]	90.9	-	**90.0**	**-**	-0.9	-1.0%
	EBITA[2]	4.4	4.8%	**3.4**	**3.7%**	-1.0	-23.4%
	Operating Income	3.7	4.0%	**2.7**	**3.0%**	-0.9	-25.3%
Europe	Net Sales[1]	117.0	-	**110.5**	**-**	-6.5	-5.5%
	EBITA[2]	9.3	7.9%	**7.4**	**6.7%**	-1.9	-20.7%
	Operating Income	8.0	6.9%	**6.1**	**5.5%**	-1.9	-23.7%
Consolidated	Net Sales	1,008.3	-	**1,012.6**	**-**	+4.3	+0.4%
	EBITA[2]	124.2	12.3%	**125.7**	**12.4%**	+1.6	+1.2%
	Operating Income	98.5	9.8%	**101.6**	**10.0%**	+3.1	+3.2%

1 Before elimination of intersegment transfers
2 Operating income before amortization of goodwill and intellectual property rights related to M&A
3 Australia and New Zealand, which had been included in Asia until FY2011, have been reclassified to Americas from FY2012. The results of FY2011 have been restated for the purpose of comparison.
4 Excludes the impact of the change in financial term. (Please refer to slide 6 for details.)

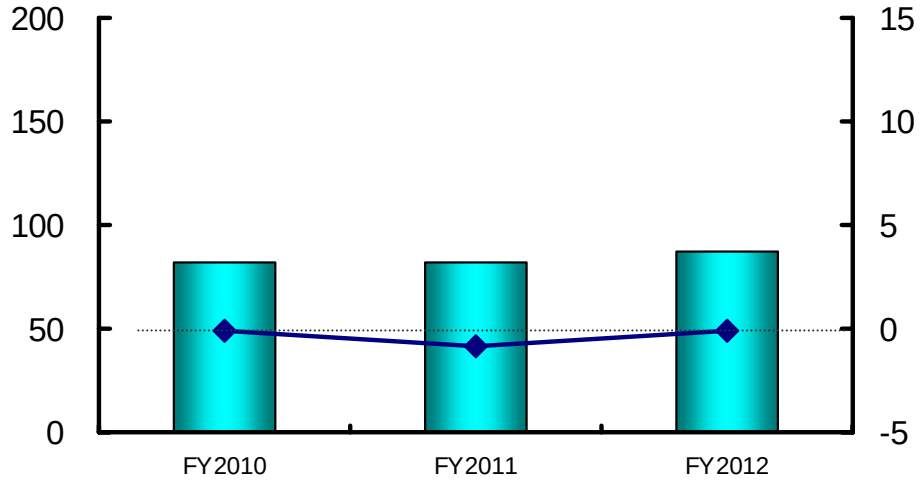
kao
Enriching lives, in harmony with nature.

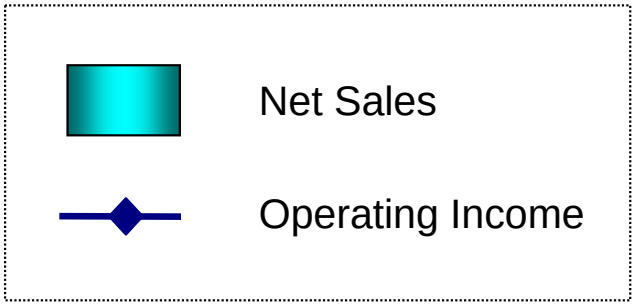
Consumer Products Business by Geographic Area

Japan

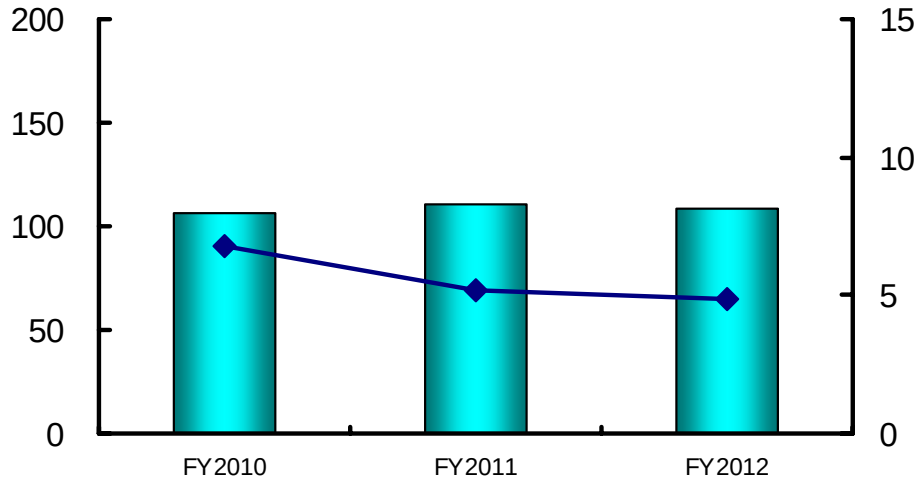


Asia





Americas & Europe

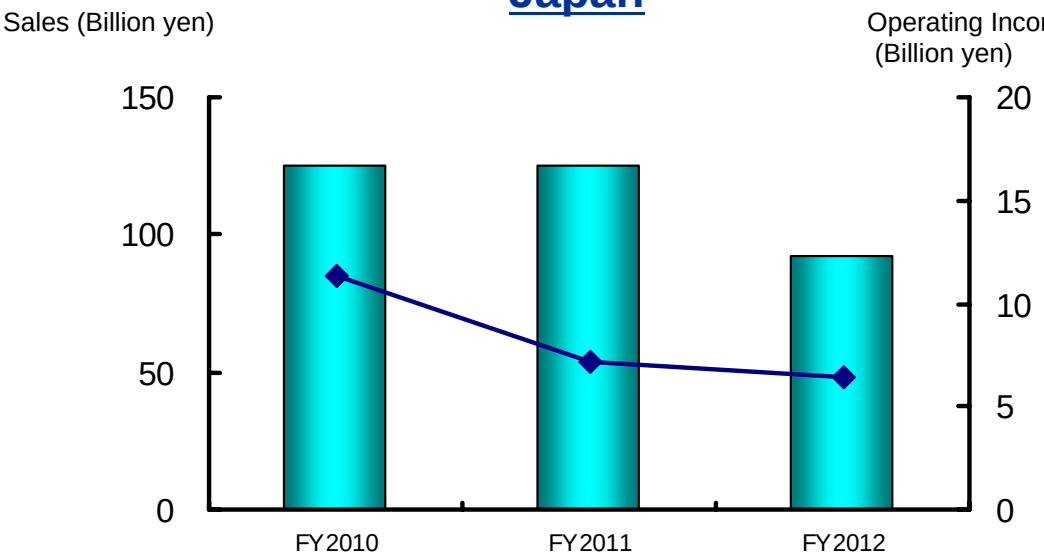


* Australia and New Zealand, which had been included in Asia until FY2011, have been reclassified to Americas from FY2012. The results of FY2011 have been restated for the purpose of comparison. The results of Japan in FY2012 include the impact of the change in financial term. (Please refer to slide 6 for details.)

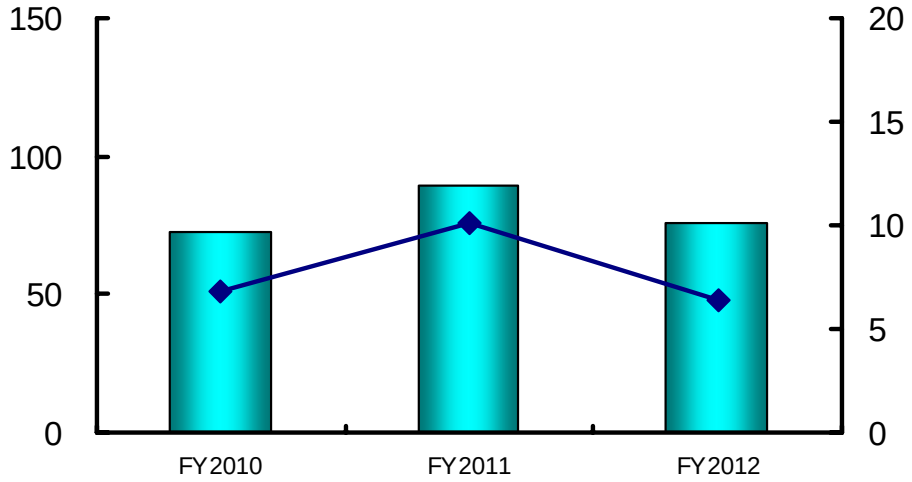
kao
Enriching lives, in harmony with nature.

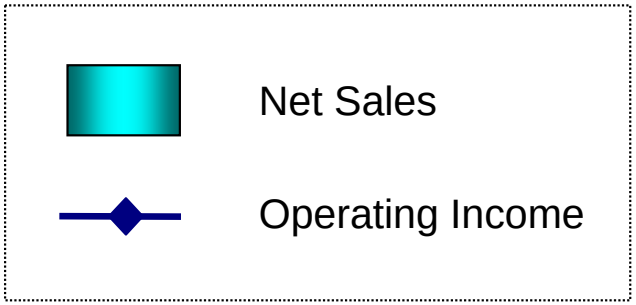
Chemical Business by Geographic Area

Japan

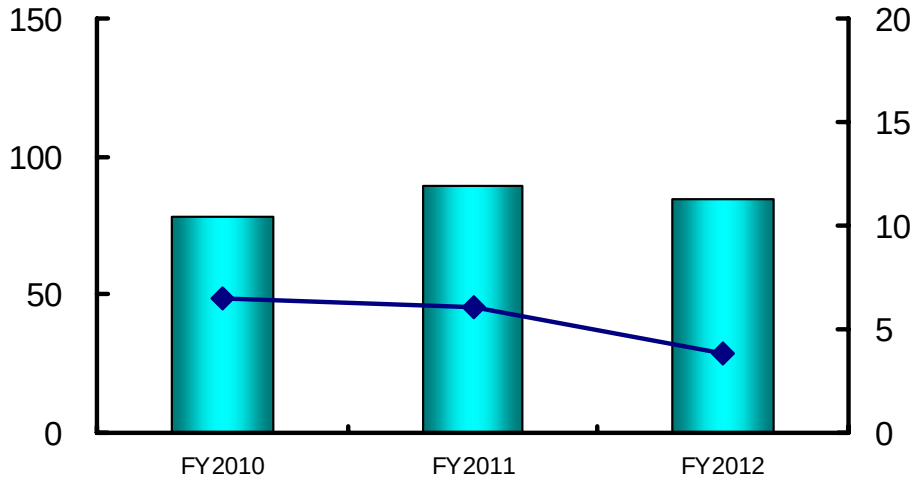


Asia





Americas & Europe



* The results of Japan in FY2012 include the impact of the change in financial term. (Please refer to slide 6 for details.)

kao
Enriching lives, in harmony with nature.

Consolidated Balance Sheets

(Billion yen)

	Mar/12	**Dec/12**	Changes		Mar/12	**Dec/12**	Changes
Current Assets	432.9	**493.4**	+60.5	Current Liabilities	274.9	**315.9**	+41.0
Cash and Time Deposits	85.5	**99.3**	+13.9	Notes and Accounts Payable - Trade	110.7	**105.5**	-5.2
Notes and Accounts Receivable - Trade	142.9	**164.3**	+21.4	Bonds/Short-term Loans (incl. Current Portion of Bonds/Long-term Loans)	2.1	**53.1**	+51.1
Short-term Investments	46.8	**57.4**	+10.6				
Inventories	120.7	**122.2**	+1.5	Accounts Payable - Other	48.5	**52.5**	+4.0
Other	37.1	**50.2**	+13.1	Accrued Expenses	73.5	**74.4**	+0.9
				Accrued Income Taxes	18.3	**11.7**	-6.6
				Liability for loss related to the Great East Japan Earthquake	0.0	**-**	-0.0
				Other	21.8	**18.7**	-3.1
Fixed Assets	558.3	**546.6**	-11.8	Long-term Liabilities	166.7	**118.4**	-48.3
Property, Plant and Equipment	240.6	**252.3**	+11.8	Bonds/Long-term Loans	100.0	**50.1**	-50.0
Intangible Assets	237.5	**215.9**	-21.5	Other	66.6	**68.3**	+1.7
Investments and Other Assets	80.3	**78.3**	-2.0	Total Liabilities	441.6	**434.3**	-7.3
				Shareholders' equity	633.5	**663.6**	+30.1
				-Common Stock	85.4	**85.4**	-
				-Capital Surplus	109.6	**109.6**	-
				-Retained Earnings	447.6	**477.6**	+30.0
				-Treasury Stock, at Cost	-9.1	**-9.0**	+0.1
				Accumulated other comprehensive income	-95.5	**-71.3**	+24.2
				- Unrealized Gain on Available-for-sale Securities	2.3	**2.4**	+0.2
				- Deferred Gain (Loss) on Derivatives under Hedges Accounting	-0.0	**0.0**	+0.0
				- Foreign Currency Translation Adjustments	-96.1	**-71.9**	+24.2
				- Post retirement adjustments for foreign consolidated subsidiaries	-1.7	**-1.9**	-0.2
				Stock Acquisition Rights	1.2	**1.3**	+0.1
				Minority Interests	10.4	**12.1**	+1.7
				Total Net Assets	549.7	**605.7**	+56.0
Total Assets	991.3	**1,040.0**	+48.7	Total Liabilities and Total Net Assets	991.3	**1,040.0**	+48.7

kao
Enriching lives, in harmony with nature.

Consolidated Statements of Cash Flows

(Billion yen)

	FY2011	FY2012 [1]
Net Cash Provided by Operating Activities	125.0	**97.4**
Net Cash Used in Investing Activities	-49.0	**-44.6**
Net Cash Used in Financing Activities	-86.2	**-32.0**
Translation Adjustments on Cash and Cash Equivalents	-3.3	**9.7**
Net Increase (Decrease) in Cash and Cash Equivalents	-13.4	**30.4**
Cash and Cash Equivalents, Beginning of Period	143.1	**129.7**
Cash and Cash Equivalents from Newly Consolidated Subsidiary, Increase	-	**0.3**
Cash and Cash Equivalents, End of Period	129.7	**160.4**
Total Debt at End of Period	102.1	**103.2**
Free Cash Flow [2]	76.1	**52.7**

<Net cash used in investing activities>

Capital expenditures:
- Construction of new plants in China and Indonesia
- Production capacity enhancement of fatty alcohols in the Philippines
- Production facilities for new products
- Production capacity expansion
- Optimization of distribution bases
- IT related, etc.

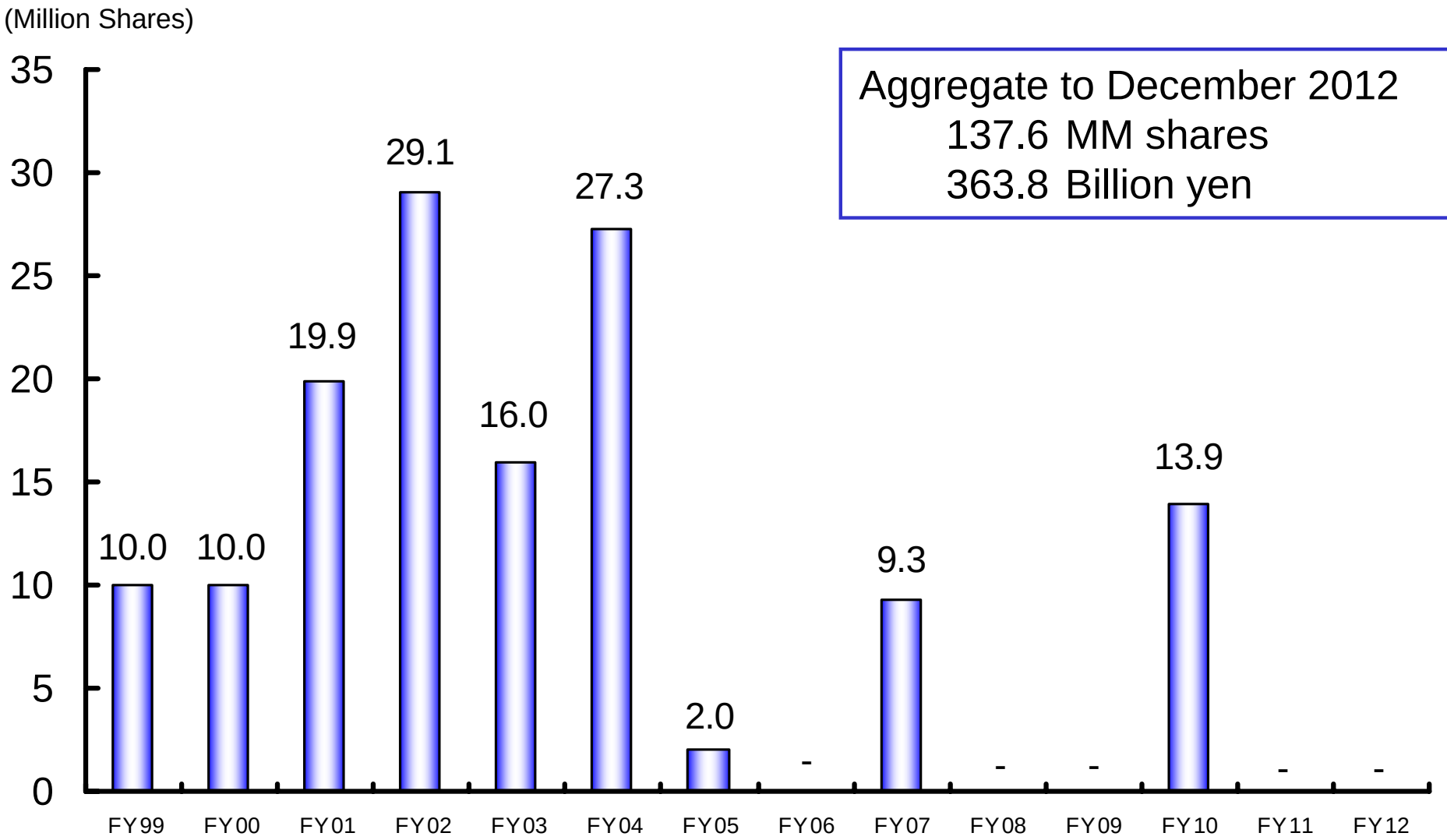
<Net cash used in financing activities>

Payments of cash dividends (Includes payments of cash dividends to minority shareholders) : 33.5 billion yen

1 Includes impact of change in financial term. (Please refer to slide 6 for details.)
2 Free cash flow = Net cash provided by operating activities + Net cash used in investing activities

kao
Enriching lives, in harmony with nature.

Share Repurchase



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Billion yen	29.5	28.6	56.8	77.2	36.7	70.0	5.0	-	30.0	-	-	30.0	-	-

* Share repurchase from the market

kao
Enriching lives, in harmony with nature.

3. Forecast for FY 2013

Fiscal year end is December 31 from FY2012

Term of consolidation for FY2012 as a transitional period

- **Group companies whose fiscal year end was previously March 31*:**
  April-December 2012
- **Group companies whose fiscal year end is already December 31:**
  January-December 2012

Restated FY2012
Figures for the twelve-month period from January 1 to December 31, 2012 for group companies whose fiscal year end was previously March 31.

Adjusted growth
FY2012 actual
Comparison with the nine-month period from April 1 to December 31, 2011 for group companies that previously had a fiscal year end in March
FY2013 forecast
Comparison with the twelve-month period from January 1 to December 31, 2012 for group companies whose fiscal years ended in March before the fiscal year end change

* Kao Corporation and certain consolidated subsidiaries with the same fiscal year end

kao
Enriching lives, in harmony with nature.

Major Assumptions for FY2013 Forecast

- **Year-on-year growth rate of market size in value (yen) for the Consumer Products Business[1] in Japan: 0 to +1% year-on-year**
- **Year-on-year growth rate of cosmetics market size in value (yen) in Japan: Flat**

		Adjusted growth[2]
Net sales:	**¥1,270.0 billion**	**+4.1%**
• **Effect of currency translation:**	**+¥30.0 billion**	**+2.5%**
• **Sales growth excluding effect of currency translation:**	**+¥19.6 billion**	**+1.6%**

Estimated impact on income

- **Impact from change in raw material prices:**
  - **Gross impact: +¥4 billion**
  - **Net impact: -¥3 billion**
- **Total Cost Reduction (TCR) activities: +¥5 billion**
- **Capital expenditures/depreciation and amortization**
  - **Capital expenditures: ¥60 billion**
  - **Depreciation and amortization: ¥76 billion**
- **Share repurchases: Up to ¥30 billion or up to 12.5 million shares planned**

Exchange rate assumptions

- **90 yen/USD (FY2012 actual exchange rate [average]: 80.12 yen/USD)**
- **115 yen/Euro (FY2012 actual exchange rate [average]: 103.46 yen/Euro)**

1 Excludes prestige cosmetics.
2 Excludes the impact of the change in financial term. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

Consolidated Sales and Profit Forecast

	FY2012 [4]		[Reference] Restated FY2012 [2]	FY2013(F) [1] [5]	
	Billion yen	Adjusted % growth[2]	Billion yen	Billion yen	Adjusted % growth[2]
Net Sales	1,012.6	+0.4	1,220.4	**1,270.0**	+4.1
Operating Income	101.6	+3.2	111.8	**116.0**	+3.8
[% of Sales]	10.0%		9.2%	9.1%	
Ordinary Income	104.2	+4.0	114.1	**117.0**	+2.5
[% of Sales]	10.3%		9.4%	9.2%	
Net Income	62.4	+20.5	62.7	**73.0**	+16.4
[% of Sales]	6.2%		5.1%	5.7%	
Net Income per Share (yen)	119.55	+20.6	120.21	**142.60**	+18.6
ROE [3]	11.0%	-	11.1%	**12.2%**	-
EBITDA (Operating Income + Depr. & Amort.)	161.4	+0.4	189.2	**192.0**	+1.5
Cash Dividends per Share (yen)	62.0	+3.3	62.0	**64.0**	+3.2

1 Exchange rate assumptions: 90 yen/USD,115 yen/Euro
2 Excludes the impact of the change in financial term. (Please refer to slide 23 for details.)
3 ROE forecast of FY2012 is for the transitional period connected with the change in fiscal year end.
4 Kanebo Cosmetics (Apr. -Dec. 2012) : Net sales = approximately ¥150 billion / operating margin before deduction of royalties = slightly more than 7%; amortization related to Kanebo Cosmetics: ¥20.5 billion
5 Kanebo Cosmetics (Jan. -Dec. 2013) : Net sales = slightly more than ¥190 billion / operating margin before deduction of royalties = approximately 8%; amortization related to Kanebo Cosmetics: ¥26.5 billion

kao
Enriching lives, in harmony with nature.

Sales Outlook by Segment – FY2013

<Billion yen>

		Adjusted growth[2]
Consolidated Net Sales	1,270	+4.1%

By Segment[1]

		Adjusted growth[2]
Beauty Care	560	+4.1%
Human Health Care	197	+3.9%
Fabric and Home Care	305	+4.5%
Chemical	242	+2.3%

Reference: By Geographic Area[1]

		Adjusted growth[2]
Japan	956	+2.4%
Asia	181	+13.1%
Americas	99	+10.0%
Europe	117	+5.9%

1 Sales are before elimination of transactions between segments or geographic areas.
2 Excludes the impact of the change in financial term. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

Sales Outlook – FY2013

- Consumer Products Business in Japan -

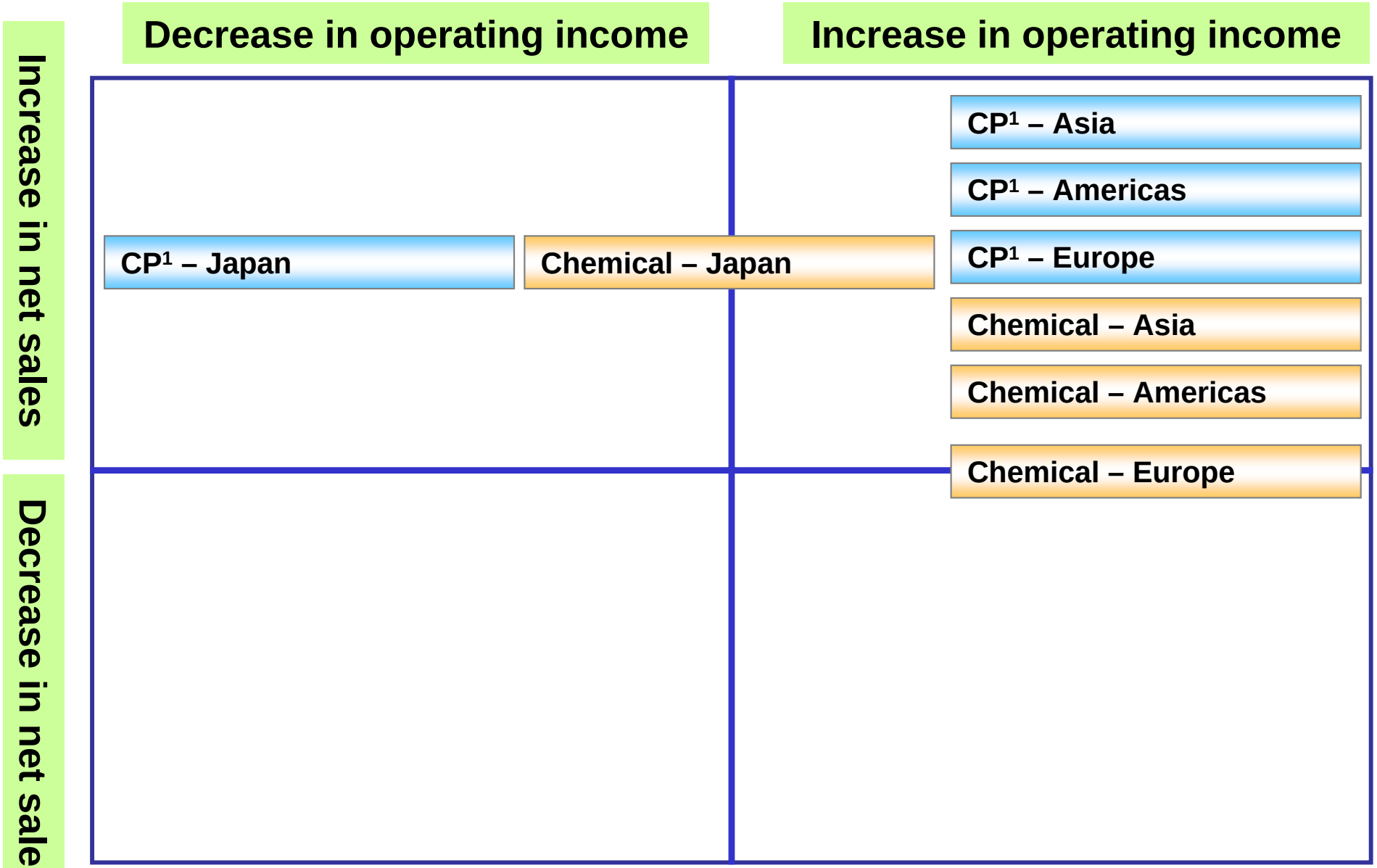
<Billion yen>

	1st Half			Full Year		
	FY2012 Actual	**FY2013 Forecast**	Adjusted growth*	FY2012 Actual (9 months)	**FY2013 Forecast (12 months)**	Adjusted growth*
Beauty Care	203.6	**197.0**	+1.8%	312.6	**413.0**	+1.2%
Human Health Care	84.9	**81.0**	+0.5%	131.6	**173.0**	+1.6%
Fabric and Home Care	132.6	**120.0**	+3.6%	208.9	**273.0**	+3.2%
Consumer Products Business	421.1	**398.0**	+2.1%	653.1	**859.0**	+1.9%

*Excludes the impact of the change in financial term. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

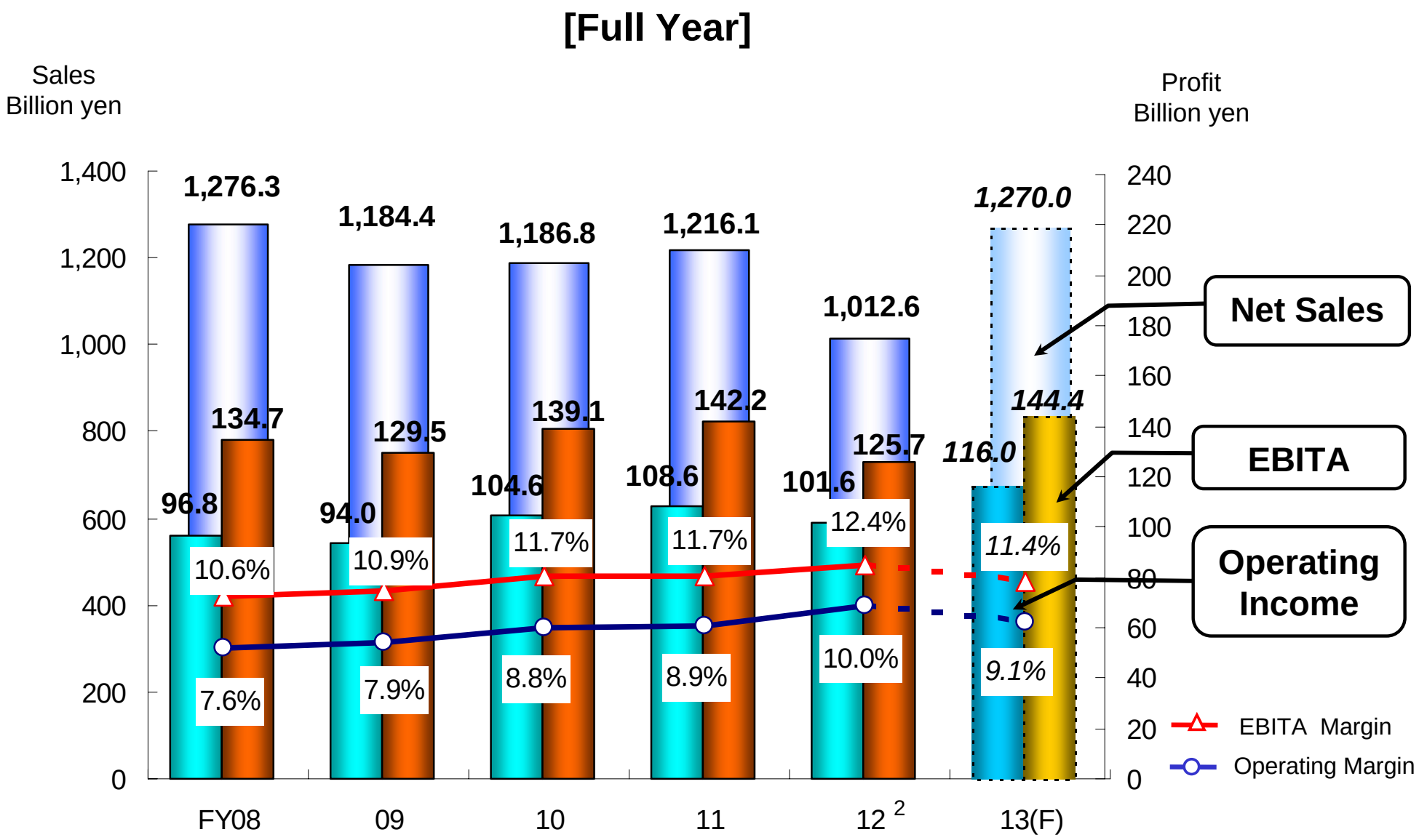
FY2013 Outlook by Segment/Geographic Area



1: CP = Consumer Products
2: Excludes the impact of the change in financial term. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

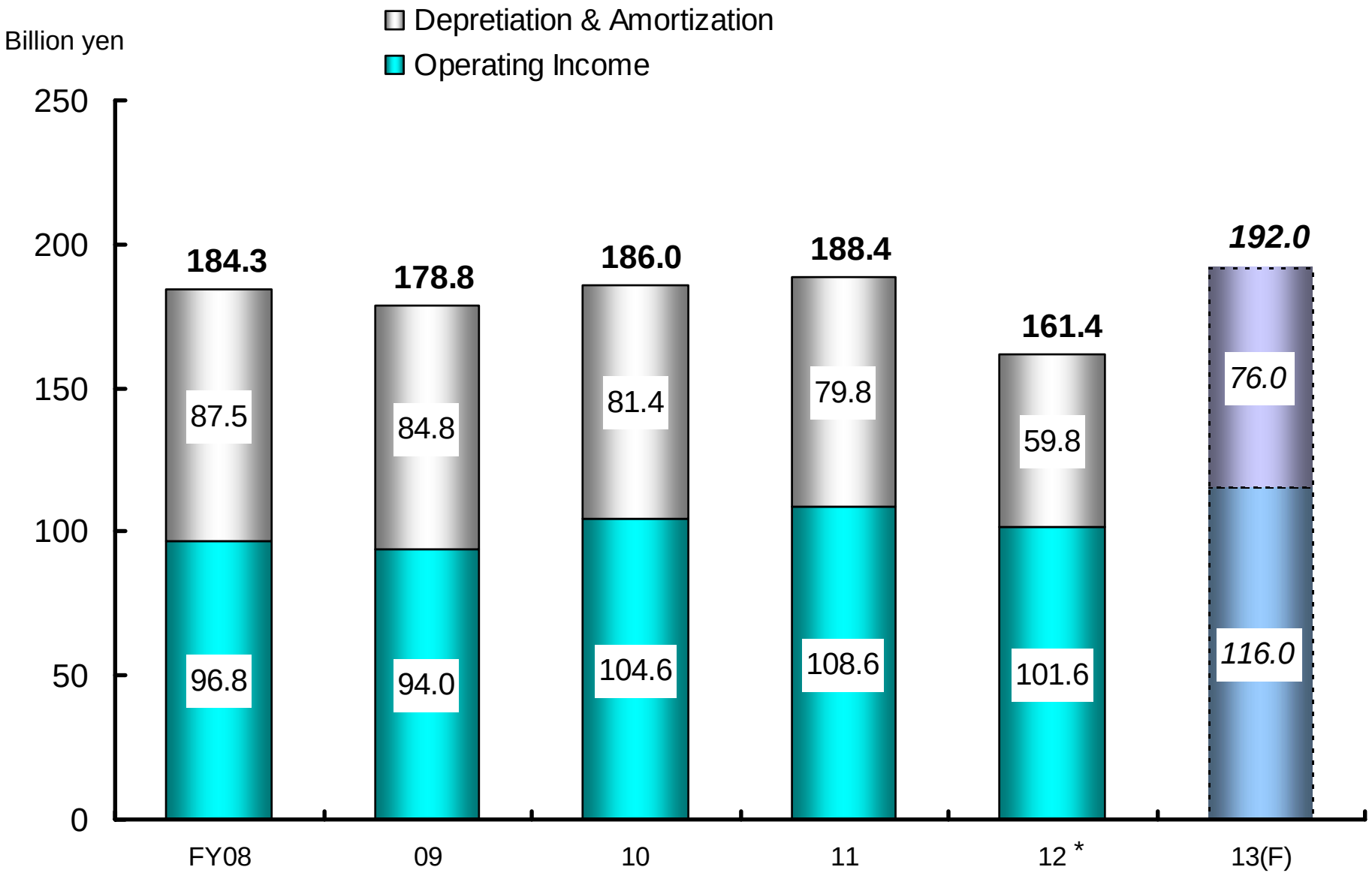
Consolidated Net Sales/EBITA[1]/Operating Income



1 Operating income before amortization of goodwill and intellectual property rights related to M&A
2 Fiscal year end is December 31 from FY2012. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

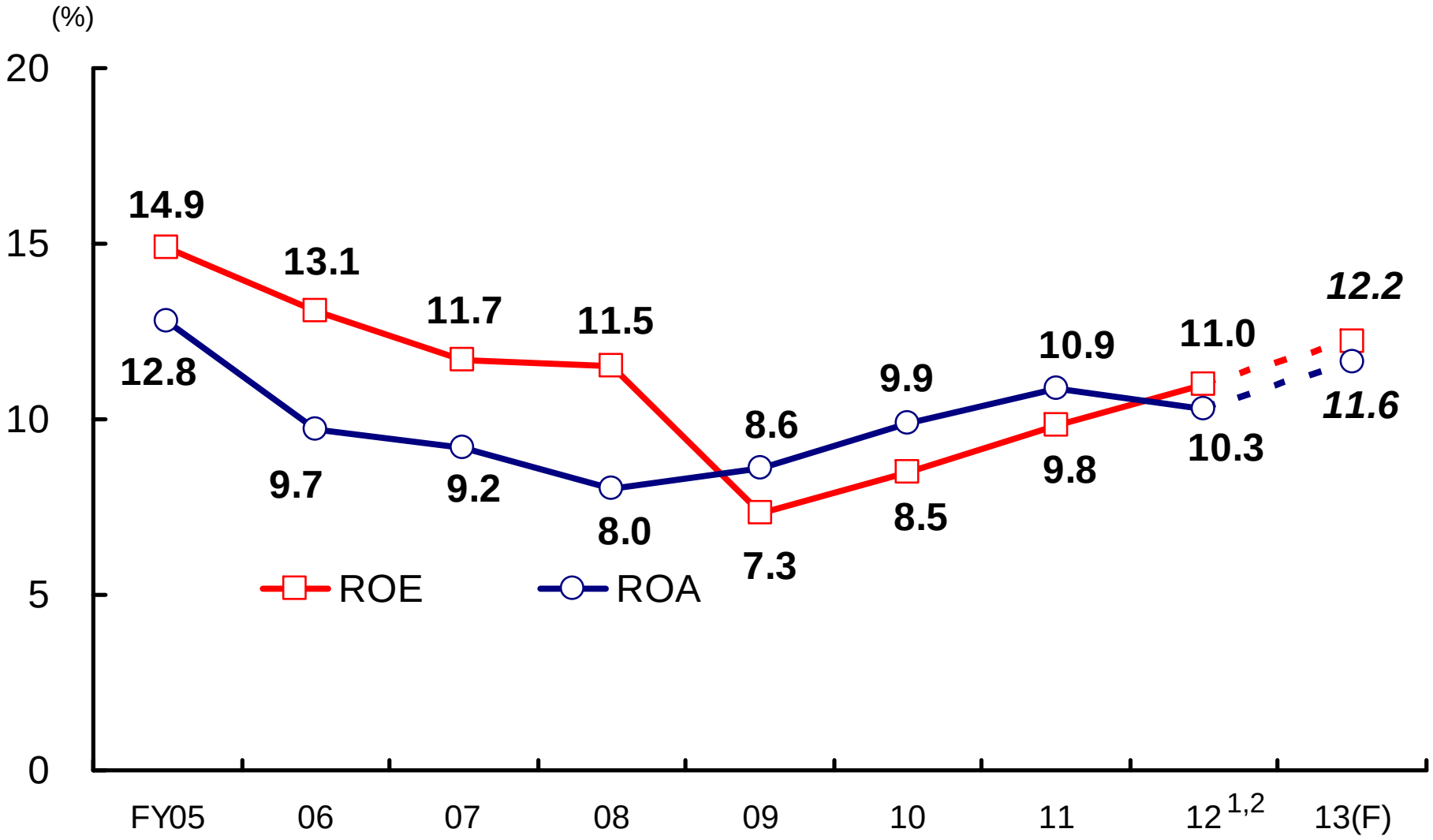
EBITDA



*Fiscal year end is December 31 from FY2012. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

ROE & ROA

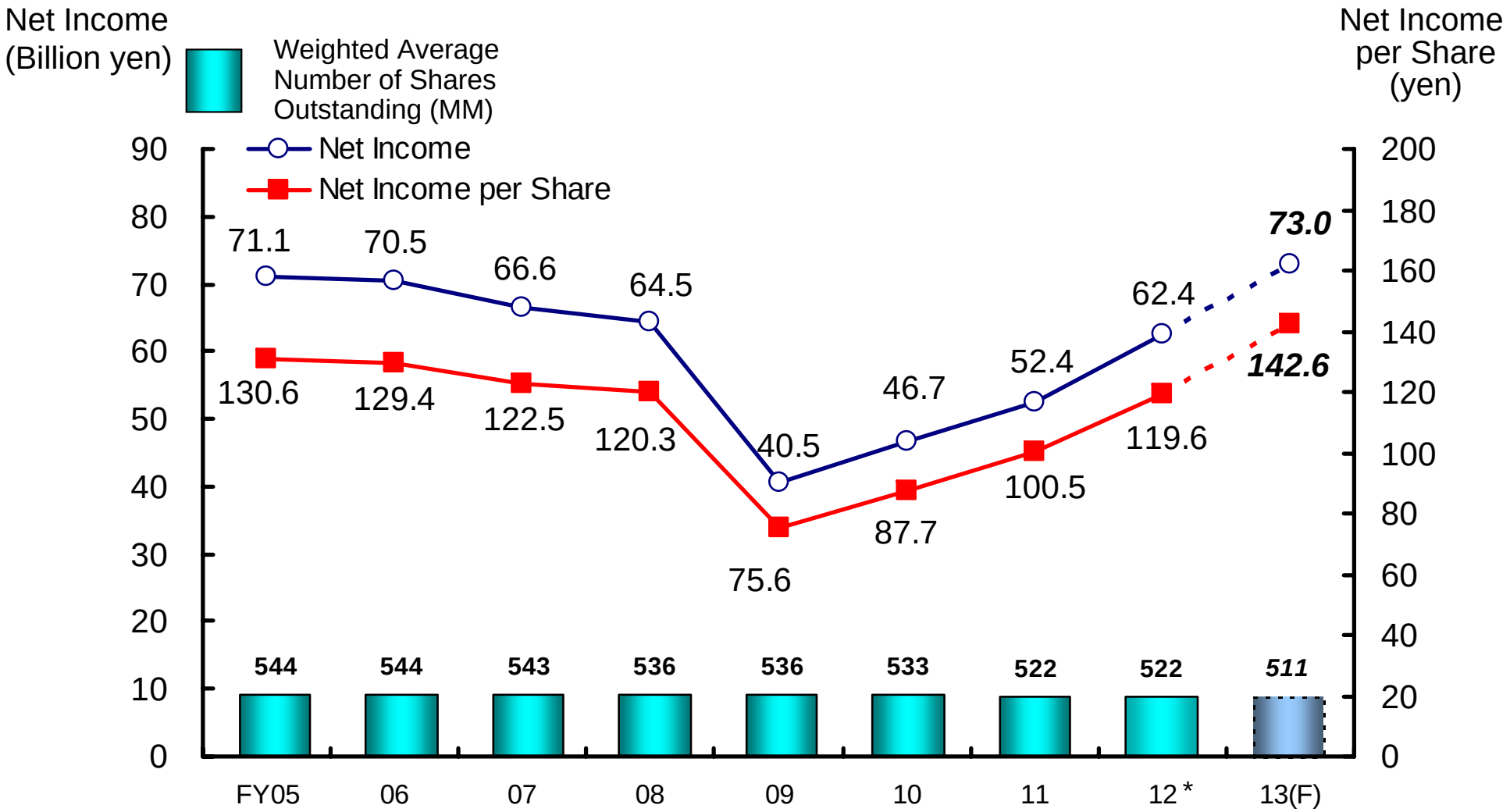


ROA: Ordinary Income / Total assets

1 Fiscal year end is December 31 from FY2012. (Please refer to slide 23 for details.)
2 ROE and ROA of FY2012 are for the transitional period connected with the change in fiscal year end.

kao
Enriching lives, in harmony with nature.

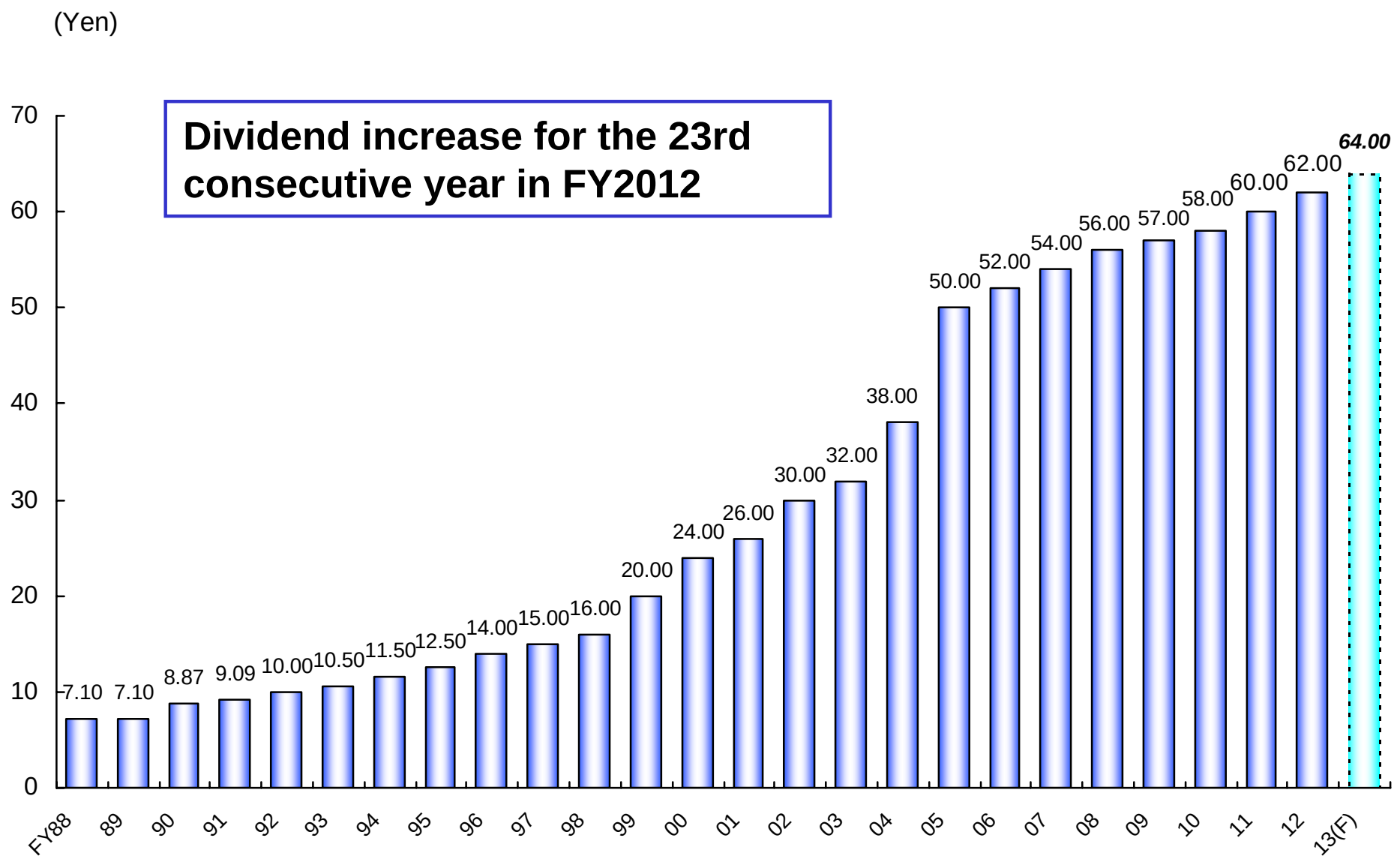
Net Income per Share



*Fiscal year end is December 31 from FY2012. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

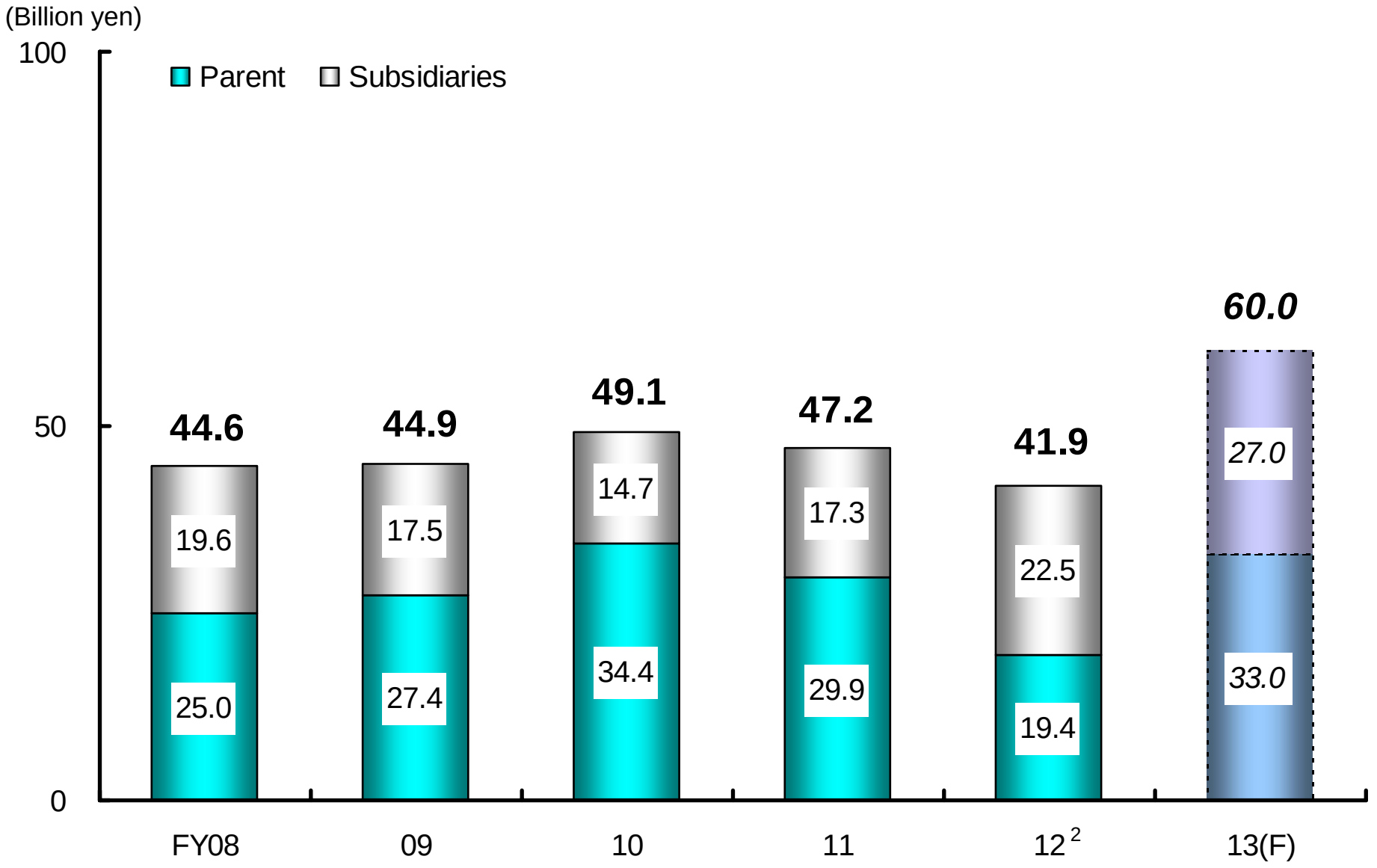
Cash Dividends per Share



*Impacts of share splits are retroactively reflected.

kao
Enriching lives, in harmony with nature.

Capital Expenditures



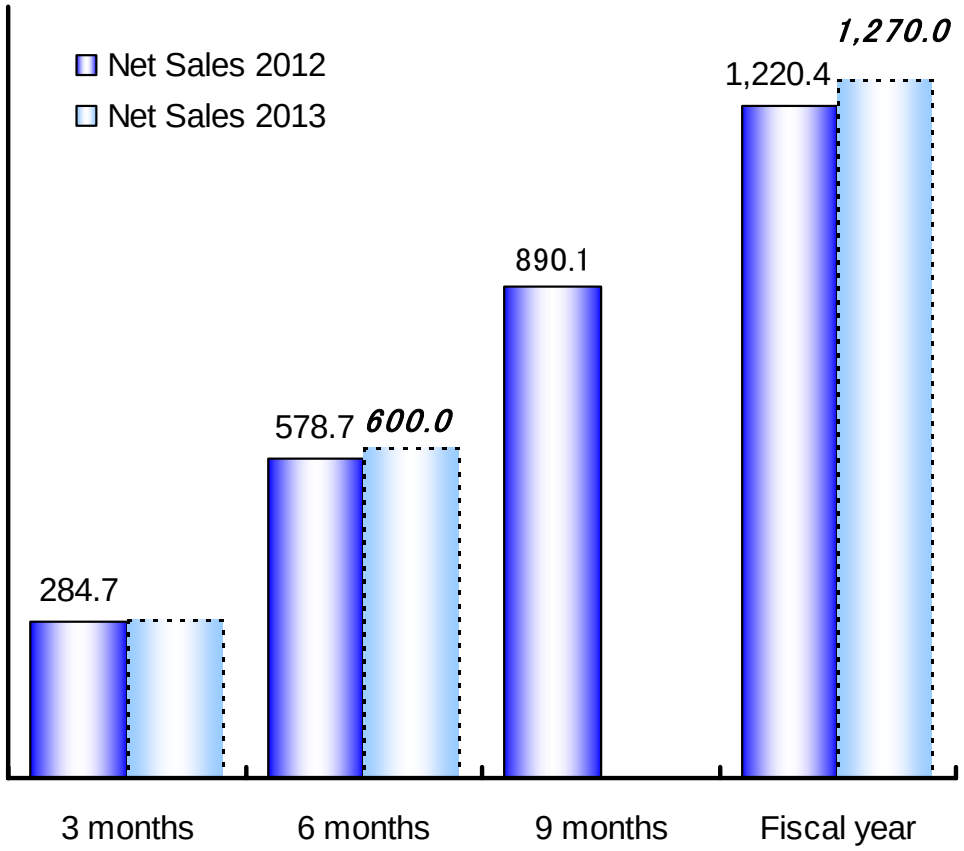
1 Includes long-term prepaid expenses.
2 Fiscal year end is December 31 from FY2012. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.

FY2013 Quarterly Consolidated Sales and Profit Forecast

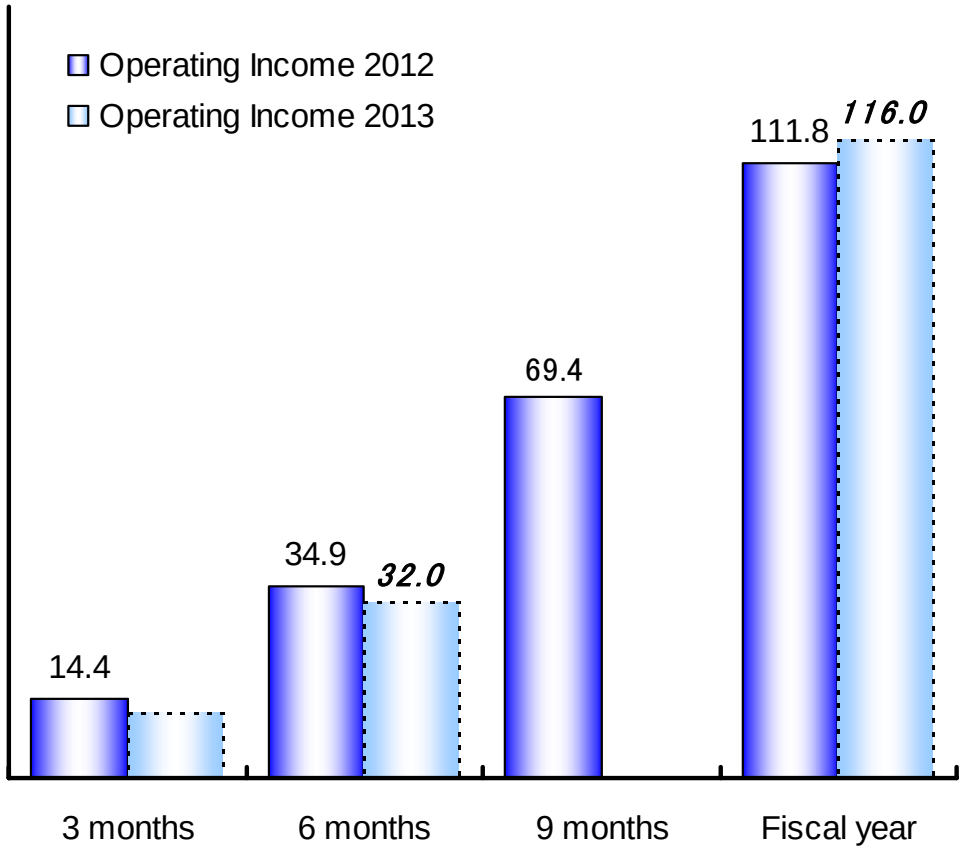
Net Sales

(Billion yen)



Operating Income

(Billion yen)



* Fiscal year end is December 31 from FY2012. Figures for the twelve-month period from January 1 to December 31, 2012 for Kao Corporation and its subsidiaries whose fiscal year end was previously March 31. (Please refer to slide 23 for details.)

kao
Enriching lives, in harmony with nature.



Enriching lives, in harmony with nature.