Kao Corporation

Notice Regarding Changes of Executive Officers

December 1, 2016
Kao Corporation (the "Company"– *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Executive Officers as of January 1, 2017 as described below.

1. Executive Officer to be newly elected

Name	Current Position(s) as of December 1, 2016
Kenichi Yamauchi	Vice President, Financial Controllers, Global

2. Executive Officers to retire

Name	Current Position(s) as of December 1, 2016
Kenji Miyawaki	Senior Vice President, Marketing Research and Development, Global
Kazuyoshi Aoki	Senior Vice President, Accounting and Finance, Global

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Executive Officers and Corporate Executive Fellows

In accordance with those changes described above, Executive Officers, Corporate Executive Fellows of the Company and main positions as of January 1, 2017 will be as follows.

Executive Officers

Title	Name	Position(s)
President and CEO	Michitaka Sawada	
Senior Managing Executive Officer	Katsuhiko Yoshida	President, Consumer Products, Global; Senior Vice President, Marketing Research and Development, Global; Responsible for Kao Professional Services Co., Ltd.
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.; Representative Director, President, Kao Customer Marketing Co., Ltd.
Managing Executive Officer	Masumi Natsusaka	Responsible for Beauty Care Business; President, Beauty Care - Cosmetics Business Unit, Global; Representative Director, President, Kanebo Cosmetics Inc.
Managing Executive Officer	Motohiro Morimura	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yasushi Aoki	Senior Vice President, Human Capital Development, Global; Representative Director, Chairman of the Board, Kanebo Cosmetics Inc.; Senior Executive Officer, Senior Vice President, Human Resources and Administration, Kanebo Cosmetics Inc.; President, Kao Group Corporate Pension Fund
Managing Executive Officer	Hideko Aoki	Senior Vice President, Product Quality Management, Global
Managing Executive Officer	Kozo Saito	President, Consumer Products - International Business

		Management, Global; Chairman of the Board, Kao USA Inc.
Managing Executive Officer	Yoshihiro Hasebe	Senior Vice President, Research and Development, Global
Executive Officer	Yoshimichi Saita	Senior Vice President, Media Planning and Management, Global
Executive Officer	Tadaaki Sugiyama	Senior Vice President, Legal and Compliance, Global
Executive Officer	Masakazu Negoro	President, Chemical Business Unit, Global; Chairman of the Board, Fatty Chemical (Malaysia) Sdn, Bhd.; Chairman of the Board, Pilipinas Kao, Incorporated; Presidente, Kao Chemicals Europe, S.L.
Executive Officer	Hideki Tanaka	Senior Vice President, Procurement, Global
Executive Officer	Takehiko Shinto	Representative Director, Executive Vice President, Kao Group Customer Marketing Co., Ltd.; Representative Director, President, Kanebo Cosmetics Sales Inc.
Executive Officer	Jun Shida	Vice President, Research and Development - Development Research – Health Care/ Household/ Chemicals, Global
Executive Officer	Yasushi Wada	Vice President, Supply Chain Management - Demand & Supply Planning Center, Global
Executive Officer	Tomoharu Matsuda	President, Beauty Care - Skin Care & Hair Care Business Unit, Global
Executive Officer	Masayuki Abe	Senior Vice President, Information Systems, Global
Executive Officer	Naoki Komoda	President, Fabric and Home Care Business Unit, Global
Executive Officer	Hitoshi Hosokawa	Vice President, Research and Development - Development Research – Skin Care/ Hair Care/ Cosmetics, Global
Executive Officer	Hiroyuki Yamashita	Vice President, Supply Chain

		Management – Technology Development Center, Global
Executive Officer	Minoru Nakanishi	Regional Executive Officer, President, Consumer Products, Greater China; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.
Executive Officer	Akemi Ishiwata	Senior Vice President, Corporate Communications, Global
Executive Officer	Satoru Tanaka	President, Human Health Care Business Unit, Global
Executive Officer	Shigeru Ueyama	Senior Vice President, Corporate Strategy, Global
Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global

Corporate Executive Fellows

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *2	Takuji Yasukawa
Corporate Executive Fellow *2	Minoru Utsumi

Corporate Executive Fellow	Yuji Furui
Corporate Executive Fellow	Chiaki Mukai

Note:
*1: Individual treated as the same as the Company's Managing Executive Officer
*2: Individual treated as the same as the Company's Executive Officer