

Kao Corporation

Changes of Executive Officers and Corporate Executive Fellows

December 1, 2021

Kao Corporation (the “Company”– *Ticker Code:4452*) announces changes of its Executive Officers and Corporate Executive Fellows as of January 1, 2022 as described below.

1. Current Executive Officers to be promoted *Underline: Changed position(s)

Name	New Position(s) as of January 1, 2022	Current Position(s) as of December 1, 2021
Tomoharu Matsuda	<u>Senior Managing Executive Officer;</u> President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.	<u>Managing Executive Officer;</u> President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.
Satoru Tanaka	<u>Managing Executive Officer;</u> <u>Senior Vice President, Corporate Strategy, Global;</u> President, Consumer Products, Americas and EMEA; Chairperson of the Board, Kao USA Inc.	<u>Executive Officer;</u> President, Consumer Products, Americas and EMEA; Chairperson of the Board, Kao USA Inc.; <u>Chairperson of the Board, Oribe Hair Care, LLC</u>
David J. Muenz	<u>Managing Executive Officer;</u> Senior Vice President, ESG, Global	<u>Executive Officer;</u> Senior Vice President, ESG, Global
Masahiro Katayose	<u>Senior Executive Officer;</u> President, Chemical Business, Global; Chairperson of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairperson of the Board, Pilipinas Kao, Inc.; Chairperson of the Board, Kao Chemicals Europe, S.L.	<u>Executive Officer;</u> President, Chemical Business, Global; Chairperson of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairperson of the Board, Pilipinas Kao, Inc.; Chairperson of the Board, Kao Chemicals Europe, S.L.
Hiroaki Yamaguchi	<u>Senior Executive Officer;</u> Vice President, Supply Chain Management - Manufacturing Plant Center, Global; <u>Responsible for Strategic Innovative Technology, SCM, Global</u>	<u>Executive Officer;</u> Vice President, Supply Chain Management - Manufacturing Plant Center, Global

Name	New Position(s) as of January 1, 2022	Current Position(s) as of December 1, 2021
Kotaro Nuriya	<u>Senior Executive Officer;</u> President, Consumer Products - Health & Beauty Care Business, Global	<u>Executive Officer;</u> President, Consumer Products - Health & Beauty Care Business, Global
Natsumi Hotta	<u>Senior Executive Officer;</u> President, Consumer Products - Hygiene & Living Care Business, Global	<u>Executive Officer;</u> President, Consumer Products - Hygiene & Living Care Business, Global

2. Executive Officers to be newly elected *Underline: Changed position(s)

Name	New Position(s) as of January 1, 2022	Current Position(s) as of December 1, 2021
Karen B. Frank	<u>Executive Officer;</u> <u>President, Consumer Products – Consumer Care, Americas and EMEA;</u> President, Kao USA Inc.	<u>President, Consumer Products - Mass Business, Americas and EMEA;</u> President, Kao USA Inc.
Yoji Matsumoto	<u>Executive Officer;</u> Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.	Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.; <u>Vice President, Corporate Planning, Kao Group Customer Marketing Co., Ltd.</u>
Hiroyuki Terazaki	<u>Executive Officer;</u> <u>Vice President, Research and Development, Global;</u> <u>Vice President, Research and Development - Strategy, Global</u>	<u>Vice President, Research and Development - Hair Care Products Research, Global</u>
Dominic M. Pratt	<u>Executive Officer;</u> <u>President, Consumer Products – Salon, Global;</u> <u>Chairperson of the Board, Oribe Hair Care, LLC;</u> <u>President, Kao Germany GmbH</u>	<u>President, Consumer Products - Salon Business, Global</u>
Yasuhiro Ishikura	<u>Executive Officer;</u> <u>Senior Vice President, Mid-term Strategy, Global</u>	<u>Senior Director, Corporate Strategy - Top Management Support - Corporate Development, Global</u>

3. Executive Officer to retire

Name	Current Position(s) as of December 1, 2021
Shigeru Ueyama	Managing Executive Officer; Senior Vice President, Corporate Strategy, Global
Hiroaki Taki	Executive Officer; Senior Vice President, Consumer Products - Marketing Emergence, Global
Akio Matsui	Executive Officer; Responsible for Corporate Strategy - Integrated Strategy Planning

4. Corporate Executive Fellow to be newly elected

Name	
Lisa MacCallum	Founder and Chief Strategist, Inspired Companies; ESG External Advisory Board Member, Kao Corporation
Takuzo Aida	Group Director, Emergent Soft Matter Function Research Group, Division Director, Supramolecular Chemistry Division, RIKEN CEMS; Professor, Graduate School of Engineering, The University of Tokyo

Note:

Lisa MacCallum has taken office as the Corporate Executive Fellow since September 1, 2021 and also Takuzo Aida has taken office since October 1, 2021.

5. Corporate Executive Fellow to retire

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *1	Masumi Natsusaka
Corporate Executive Fellow *2	Akemi Ishiwata
Corporate Executive Fellow	Yuji Furui

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

Media inquiries directed to:

Corporate Strategy

Kao Corporation

Phone: +81-3-3660-7043

Executive Officers and Corporate Executive Fellows as of January 1, 2022

Executive Officers

Title	Name	Position(s)
President and CEO	Yoshihiro Hasebe	Responsible for Human Capital Development
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Managing Executive Officer	Tomoharu Matsuda	President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.
Managing Executive Officer	Masakazu Negoro	Responsible for Management Strategy, Global; Senior Vice President, Procurement, Global; Responsible for Accounting and Finance
Managing Executive Officer	Yasushi Wada	Senior Vice President, Product Quality Management, Global; Responsible for Legal and Governance
Managing Executive Officer	Osamu Tabata	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yoshihiro Murakami	President, Consumer Products - Cosmetics Business, Global; Senior Vice President, Consumer Products - DX Co-Creation, Global; Representative Director, President, Kanebo Cosmetics Inc.; Chairperson of the Board, Molton Brown Limited
Managing Executive Officer	Hideaki Kubo	Senior Vice President, Research and Development, Global
Managing Executive Officer	Toru Nishiguchi	President, Consumer Products, Asia; Responsible for Consumer Products - Merries Business; Chairperson of the Board and President, Kao (China) Holding Co., Ltd.; Chairperson of the Board and President, Kao Corporation Shanghai; Chairperson of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairperson of the Board, Kanebo Cosmetics (China) Co., Ltd.; Chairperson of the Board and President, Kao (Hefei) Co., Ltd.

Managing Executive Officer	Satoru Tanaka	Senior Vice President, Corporate Strategy, Global; President, Consumer Products, Americas and EMEA; Chairperson of the Board, Kao USA Inc.
Managing Executive Officer	David J. Muenz	Senior Vice President, ESG, Global
Senior Executive Officer	Masahiro Katayose	President, Chemical Business, Global; Chairperson of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairperson of the Board, Pilipinas Kao, Inc.; Chairperson of the Board, Kao Chemicals Europe, S.L.
Senior Executive Officer	Hiroaki Yamaguchi	Vice President, Supply Chain Management - Manufacturing Plant Center, Global; Responsible for Strategic Innovative Technology, SCM, Global
Senior Executive Officer	Kotaro Nuriya	President, Consumer Products - Health & Beauty Care Business, Global
Senior Executive Officer	Natsumi Hotta	President, Consumer Products - Hygiene & Living Care Business, Global
Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.
Executive Officer	Ryoichi Harada	Senior Vice President, Enterprise Information Solutions, Global
Executive Officer	Hideichi Nitta	Vice President, Supply Chain Management - Demand and Supply Planning Center, Global
Executive Officer	Shigeo Nakai	Vice President, Research and Development - Performance Chemicals Research, Global; Responsible for Research and Development - Environmental New Business
Executive Officer	Hideki Mamiya	Senior Vice President, Human Capital Development, Global; President, Kao Group Corporate Pension Fund; Chairperson of the Board, Kao America Inc.
Executive Officer	Masaru Takeyasu	Senior Vice President, Legal and Governance, Global

Executive Officer	Atsushi Koizumi	Senior Vice President, Consumer Products - Business Planning and Management, Global
Executive Officer	Motomitsu Hasumi	Vice President, Research and Development - Household Products Research, Global; Responsible for Research and Development - Consumer Products Technology
Executive Officer	Mami Murata	Vice President, Corporate Strategy - Strategic Public Relations, Global
Executive Officer	Akira Shimotoyodome	President, Consumer Products - Life Care Business, Global
Executive Officer	Karen B. Frank	President, Consumer Products - Consumer Care, Americas and EMEA; President, Kao USA Inc.
Executive Officer	Yoji Matsumoto	Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Hiroyuki Terazaki	Vice President, Research and Development, Global; Vice President, Research and Development - Strategy, Global
Executive Officer	Dominic M. Pratt	President, Consumer Products - Salon, Global; Chairperson of the Board, Oribe Hair Care, LLC; President, Kao Germany GmbH
Executive Officer	Yasuhiro Ishikura	Senior Vice President, Mid-term Strategy, Global

Corporate Executive Fellows

Name	
Hiroshi Maruyama	PFN Fellow, Preferred Networks, Inc.
Lisa MacCallum	Founder and Chief Strategist, Inspired Companies; ESG External Advisory Board Member, Kao Corporation
Takuzo Aida	Group Director, Emergent Soft Matter Function Research Group, Division Director, Supramolecular Chemistry Division, RIKEN CEMS; Professor, Graduate School of Engineering, The University of Tokyo