



Organizational Changes and Executive Officers and Corporate Executive Fellows Appointments

December 2, 2024

Kao Corporation (the “Company”– *Ticker Code:4452*) would like to announce the following organizational changes and Executive Officers and Corporate Executive Fellows appointments, effective January 1, 2025.

Kao Group Mid-term Plan "K27" is progressing as planned. To achieve the success of "K27" and further accelerate global growth, the Company is clarifying regional responsibilities and enabling swift decision-making by integrating business and sales into a unified "Global Consumer Care Business." Kao Group Customer Marketing Co., Ltd. will expand its activities as the division promoting sales in Asia region. Meanwhile, in Europe and the Americas, the regional heads will take the lead in advancing operations across product development, branding, marketing, and sales.

Additionally, to further maximize cross-business activities, the Company will establish a new "Business Connected." This division will focus on strengthening the Kao brand's professional-use business (Kao Professional Services Company, Limited), advancing the experiential direct-to-consumer business for the overall Kao brand (My Kao Mall), and accelerating the development of co-creation initiatives with partners leveraging Kao's technologies.

Furthermore, beyond structural reforms, the Company aims to maximize the effective and efficient use of group capital by integrating accounting and financial functions. This integration will enhance cross-functional capabilities from a financial perspective, including the formulation of capital strategies.

The Enterprise Information Solutions and the DX Strategy will be integrated into a single Digital Strategy to streamline decision-making and concentrate resources. This integration will accelerate digital transformation across all divisions and businesses, including marketing and the supply chain.

With the new organizational structure and executive officer structure, the Company will strongly and swiftly execute the *Global Sharp Top* Strategy to achieve K27.

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

Name	New Position(s) as of January 1, 2025	Current Position(s) as of December 2, 2024
Toshiteru Komatsu	<u>Managing</u> Executive Officer; Senior Vice President, Supply Chain Management, Global; <u>Responsible for TCR Promotion</u>	Executive Officer; Senior Vice President, Supply Chain Management, Global; <u>Responsible for Strategic Innovative Technology, SCM, Global</u>
Motomitsu Hasumi	<u>Senior</u> Executive Officer; Senior Vice President, Product Quality Management, Global	Executive Officer; Senior Vice President, Product Quality Management, Global
Daisuke Hamada	<u>Senior</u> Executive Officer; 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.	Executive Officer; 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.

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

Name	New Position(s) as of January 1, 2025	Current Position(s) as of December 2, 2024
Joe Workman	<u>Executive Officer;</u> <u>President, Americas and EMEA Consumer Care Business, Global;</u> <u>Vice President, Global Consumer Care, Americas and EMEA;</u> <u>Chairperson of the Board & President, Kao USA Inc.</u>	
Mitsunori Saka	<u>Executive Officer;</u> <u>President, Global Consumer Care - Business Connected, Global;</u> <u>Vice President, Global Consumer Care - Business Connected-Global Business Planning and Management, Global;</u> <u>Responsible for Kao Professional Services Co., Ltd.</u>	<u>President, Consumer Products - Global Business Planning and Management, Global</u>

Name	New Position(s) as of January 1, 2025	Current Position(s) as of December 2, 2024
Jun Kozuka	<u>Executive Officer;</u> <u>Vice President, Supply Chain Management - Manufacturing and Technology Development Center, Global;</u> <u>Vice President, Supply Chain Management - Manufacturing and Technology Development Center - Demand & Supply Planning, Global</u>	<u>Vice President, Supply Chain Management - Demand and Supply Planning Center, Global</u>
Yuki Nomura	<u>Executive Officer;</u> <u>Senior Vice President, Strategic Public Relations, Global</u>	<u>Vice President, Strategic Public Relations - Consumer Communication, Global</u>
Hiromitsu Hoshikawa	<u>Executive Officer;</u> <u>Vice President Chemical Business, Americas and EMEA;</u> President, Kao Chemicals Europe, S.L.	President, Kao Chemicals Europe, S.L.
Junko Ohtani	<u>Executive Officer;</u> <u>Senior Vice President, ESG, Global</u>	<u>Vice President, ESG - ESG Global Strategy, Global</u>
Tomoko Uchiyama	<u>Executive Officer;</u> <u>President, Global Consumer Care - Cosmetics Business, Global;</u> <u>Vice President, Global Consumer Care, Americas and EMEA Cosmetics;</u> <u>Representative Director, President, Kanebo Cosmetics Inc.</u>	<u>President, Consumer Products - Health & Beauty Care Business, Hair Care Business 1, Global;</u> <u>Project Leader, Consumer Products - Health & Beauty Care Business, Hair Care Business 1</u>

3. Executive Officers to retire

Name	Current Position(s) as of December 2, 2024
David J. Muenz	Managing Executive Officer; Senior Vice President, ESG, Global; Responsible for Strategic Public Relations
Osamu Tabata	Managing Executive Officer; CEO assistant; Responsible for TCR Promotion
Yosuke Maezawa	Senior Executive Officer; President, Consumer Products - Cosmetics Business, Global; Representative Director, President, Kanebo Cosmetics Inc.
Ryoichi Harada	Executive Officer; Senior Vice President, Enterprise Information Solutions, Global
Shigeo Nakai	Executive Officer; Vice President, Corporate Strategy - New Business Development, Global
Mami Murata	Executive Officer; Senior Vice President, Strategic Public Relations, Global
Karen B. Frank	Executive Officer; President, Consumer Products - Consumer Care Business, Americas and EMEA; Chairperson of the Board & President, Kao USA Inc.
Mark Johnson	Executive Officer; President, Consumer Products - Cosmetics Business, Americas and EMEA; President, Molton Brown Limited

4. Corporate Executive Fellow to retire

Name	Current Position(s) as of December 2, 2024
Hiroshi Maruyama	Corporate Executive Fellow

Executive Officers and Corporate Executive Fellows as of January 1, 2025

Executive Officers

Title	Name	Position(s)
President and CEO	Yoshihiro Hasebe	
Senior Managing Executive Officer	Masakazu Negoro	Responsible for Management Finance Unit;
Senior Managing Executive Officer	Toru Nishiguchi	Responsible for Global Consumer Care Business, Global; President, Global Consumer Care, Asia
Managing Executive Officer	Yoshihiro Murakami	Senior Vice President, Digital Strategy, Global
Managing Executive Officer	Hideaki Kubo	Senior Vice President, Research and Development, Global;
Managing Executive Officer	Satoru Tanaka	Senior Vice President, Corporate Planning, Global
Managing Executive Officer	Toshiteru Komatsu	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Senior Executive Officer	Kotaro Nuriya	President, Global Consumer Care - Health Beauty Care Business, Global
Senior Executive Officer	Natsumi Hotta	President, Global Consumer Care - Hygiene Living Care Business, Global
Senior Executive Officer	Hideki Mamiya	Senior Vice President, Human Capital Strategy, Global; President, Kao Group Corporate Pension Fund; Chairperson of the Board, Kao America Inc.
Senior Executive Officer	Yoshio Nakao	Vice President, Global Consumer Care, Asia; Vice President, Global Consumer Care, Japan; Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Executive Officer	Motomitsu Hasumi	Senior Vice President, Product Quality Management, Global;

Title	Name	Position(s)
Senior Executive Officer	Daisuke Hamada	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
Executive Officer	Naohiko Uramoto	Vice President, Digital Strategy - Data Intelligence, Global
Executive Officer	Masaru Takeyasu	Vice President, Global Consumer Care, East Asia; 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.
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 - Business Development Research (Beauty · Healthcare), Global
Executive Officer	Dominic M. Pratt	President, Salon Business, Global; Vice President, Global Consumer Care, Global Salon; Chairperson of the Board, Oribe Hair Care, LLC; President, Kao Germany GmbH
Executive Officer	Naoshi Nakamoto	Senior Vice President, Procurement, Global
Executive Officer	Hideo Makino	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.

Title	Name	Position(s)
Executive Officer	Yasuo Toyoshima	Vice President, Research and Development - Business Development Research (Lifestyle • Chemical), Global
Executive Officer	Akiko Hasegawa	Senior Vice President, Legal, Global
Executive Officer	Joe Workman	President, Americas and EMEA Consumer Care Business, Global; Vice President, Global Consumer Care, Americas and EMEA; Chairperson of the Board & President, Kao USA Inc.
Executive Officer	Shinsuke Mori	Vice President, Supply Chain Management - Logistics Development Center, Global
Executive Officer	Mitsunori Saka	President, Global Consumer Care - Business Connected, Global; Vice President, Global Consumer Care - Business Connected-Global Business Planning and Management, Global; Responsible for Kao Professional Services Co., Ltd.
Executive Officer	Jun Kozuka	Vice President, Supply Chain Management - Manufacturing and Technology Development Center, Global; Vice President, Supply Chain Management - Manufacturing and Technology Development Center - Demand & Supply Planning, Global
Executive Officer	Yuki Nomura	Senior Vice President, Strategic Public Relations, Global
Executive Officer	Hiromitsu Hoshikawa	Vice President Chemical Business, Americas and EMEA; President, Kao Chemicals Europe, S.L.

Title	Name	Position(s)
Executive Officer	Junko Ohtani	Senior Vice President, ESG, Global
Executive Officer	Tomoko Uchiyama	President, Global Consumer Care - Cosmetics Business, Global; Vice President, Global Consumer Care, Americas and EMEA Cosmetics; Representative Director, President, Kanebo Cosmetics Inc.

Corporate Executive Fellows

Name	
Lisa MacCallum	Corporate Executive Fellow (Responsible for Corporate Branding), Kao Corporation; Founder and President, Inspired Companies; Non-Executive Director, Adani Energy Solutions Limited; Non-Executive Director, Bond University Limited
Takuzo Aida	Corporate Executive Fellow (Responsible for Technology Development), Kao Corporation; Group Director, RIKEN Center for Emergent Matter Science (CEMS); Distinguished University Professor, Tokyo College, The University of Tokyo
Chiaki Mukai	Corporate Executive Fellow (Responsible for Value Design), Kao Corporation; Specially Appointed Vice President, Tokyo University of Science