

Basic Idea and Policy Concerning Reduction of an Investment Unit

February 18, 2025

1. Basic idea concerning reduction of an investment unit (approach to the transition to a level of less than 500,000 yen)

Kao Corporation (the “Company”– *Ticker Code:4452*) recognizes that a reduction of an investment unit is one of the useful ways to vitalize the stock market such as increasing investors and improving liquidity of shares.

2. Policy concerning reduction of an investment unit (approach to the transition to a level of less than 500,000 yen)

Regarding the reduction of the investment unit of the Company’s shares, the Company will continue to examine this issue, taking into account stock market trends, the Company’s share price and shareholder composition, and other factors.