



Changes of Members of the Board of Directors and Audit & Supervisory Board Members

December 1, 2025

Kao Corporation (the “Company”—Ticker Code:4452) would like to announce the candidates for Directors and Audit & Supervisory Board Members to be proposed at the 120th Annual General Meeting of Shareholders, scheduled to be held in late March 2026.

The Company selects nominees through a transparent and objective process administered by the Board of Directors and the Committee for the Examination of the Nominees for Directors and Audit & Supervisory Board Members. The Company believes that, to discuss from multiple angles the direction and soundness of its management strategy and to appropriately oversee and audit its execution, it is essential that individuals with diverse knowledge, experience, and capabilities—both from inside and outside the Company—participate, thereby fostering lively and constructive discussion.

In particular, the Company expects Outside Directors to oversee and advise management and, from an independent position, to appropriately reflect stakeholder opinions in the deliberations of the Board of Directors. Accordingly, the Company evaluates candidates with emphasis on relevant board and management experience, expertise in addressing critical management issues, and a high level of engagement, specifically, a sincere and constructive approach to dialogue.

For the current nominations, taking into account the current business environment and strategic focus, and recognizing that strengthening global growth and marketing through digital transformation (DX) remains important, the Company has nominated candidates with a view to building the optimal composition of the Board of Directors and the Audit & Supervisory Board to enhance corporate value. These changes will be decided by relevant resolutions at the Company’s 120th Annual General Meeting of Shareholders.

1. Member of the Board of Directors to be newly nominated

Name	Current Position(s) as of December 1, 2025
Shinji Okuyama*	Representative of a global IT company

2. Member of the Board of Directors to retire

Name	Current Position(s) as of December 1, 2025
Osamu Shinobe	Outside Director, Kao Corporation; EXECUTIVE ADVISOR, ANA HOLDINGS INC.

3. Audit & Supervisory Board Members to be newly nominated

Name	Current Position(s) as of December 1, 2025
Shuji Tamaki**	Representative Director, Riscarre Research Co., Ltd.; Attorney at Law admitted in the State of New York

4. Audit & Supervisory Board Members to retire

Name	Current Position(s) as of December 1, 2025
Nobuhiro Oka	Outside Audit & Supervisory Board Member, Kao Corporation; Attorney-at-Law; Audit & Supervisory Board Member, Kao Group Customer Marketing Co., Ltd.; Outside Director, Yamatane Corporation; Professor, Keio University Law School

*Nominated as an Outside Director

** Nominated as an Outside Audit & Supervisory Board Member

Members of the Board of Directors and Audit & Supervisory Board Members
(After the 120th Annual General Meeting of Shareholders)

Members of the Board of Directors

Title after the 120th Annual General Meeting of Shareholders	Name
Representative Director, President and CEO	Yoshihiro Hasebe
Representative Director, Senior Managing Executive Officer	Masakazu Negoro
Representative Director, Senior Managing Executive Officer	Toru Nishiguchi
Director, Corporate Executive Fellow (Responsible for Corporate Branding)	Lisa MacCallum
Outside Director	Eriko Sakurai
Outside Director	Takaaki Nishii
Outside Director	Makoto Takashima
Outside Director	Sarah L. Casanova
Outside Director	Shinji Okuyama

Audit & Supervisory Board Members

Title after the 120th Annual General Meeting of Shareholders	Name
Full-time Audit & Supervisory Board Member	Yasushi Wada
Full-time Audit & Supervisory Board Member	Mami Murata
Outside Audit & Supervisory Board Member	Saeko Arai
Outside Audit & Supervisory Board Member	Junya Naito
Outside Audit & Supervisory Board Member	Shuji Tamaki

The Company will report to the Tokyo Stock Exchange, Inc. that the above five (5) Outside Directors and three (3) Outside Audit & Supervisory Board Members are Independent Outside Directors and Independent Outside Audit & Supervisory Board Members respectively. Ms. Eriko Sakurai is expected to be the Chairperson of the Board.