



Changes of Executive Officers

December 1, 2025

Kao Corporation (the “Company” – *Ticker Code:4452*) announces changes of its Executive Officers as of January 1, 2026 as described below.

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

Name	New Position(s) as of January 1, 2026	Current Position(s) as of December 1, 2025
Natsumi Hotta	<u>Managing Executive Officer; Senior Vice President, Human Capital Strategy, Global; President, Kao Group Corporate Pension Fund; Chairperson of the Board, Kao America Inc.</u>	<u>Senior Executive Officer; President, Global Consumer Care - Hygiene Living Care Business, Global</u>
Daisuke Hamada	<u>Managing Executive Officer; Senior Vice President, Research and Development, Global</u>	<u>Senior 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.</u>
Hiromitsu Hoshikawa	<u>Senior 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.</u>	<u>Executive Officer; Vice President Chemical Business, Americas and EMEA; President, Kao Chemicals Europe, S.L.</u>

Name	New Position(s) as of January 1, 2026	Current Position(s) as of December 1, 2025
Tomoko Uchiyama	<u>Senior Executive Officer; President, Global Consumer Care - Cosmetics Business, Global; Representative Director, President, Kanebo Cosmetics Inc.</u>	Executive Officer; President, Global Consumer Care - Cosmetics Business, Global; <u>Vice President, Global Consumer Care, Americas and EMEA Cosmetics;</u> Representative Director, President, Kanebo Cosmetics Inc.

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

Name	New Position(s) as of January 1, 2026	Current Position(s) as of December 1, 2025
Takatoshi Hatase	<u>Senior Executive Officer; President, Global Consumer Care - Health Beauty Care Business, Global</u>	<u>Global Consumer Care - Americas and EMEA Consumer Care Business, Global; Chairperson of the Board, Kao Australia Pty. Ltd</u>
Rie Haraoka	<u>Senior Executive Officer; President, Global Consumer Care - Hygiene Living Care Business, Global</u>	<u>President, Kao Singapore Pte. Limited</u>
Tetsuya Okano	<u>Executive Officer; Vice President, Research and Development - Business Development Research (Hygiene Living Care), Global;</u> Vice President, Global Consumer Care - Hygiene Living Care Business - Fabric Home Care Product Business Development, Global	Vice President, Global Consumer Care - Hygiene Living Care Business - Fabric Home Care Product Business Development, Global
Hiroshi Danjo	<u>Executive Officer; Vice President, Research and Development - Core Technology Research Center, Global</u>	<u>Senior Director, Research and Development - Core Technology Research Center - Biological · Material Science Research, Global</u>
Hirofumi Kuwahara	<u>Executive Officer; Senior Vice President, Digital Strategy, Global</u>	<u>Vice President, Digital Strategy - DX Solutions, Global</u>

Name	New Position(s) as of January 1, 2026	Current Position(s) as of December 1, 2025
Yuichi Iwano	<u>Executive Officer;</u> <u>Vice President, Corporate Planning, Global;</u> <u>Assistant for Corporate Finance and Management</u>	<u>Vice President, Global Consumer Care - Business Connected - Global Business Planning and Management, Global;</u> <u>President, Global Consumer Care - Hygiene Living Care Business - Sanitary Business, Global</u>
Rebecca McBride	<u>Executive Officer;</u> <u>Vice President, Global Consumer Care - Americas and EMEA - AEMEA DX Marketing;</u> <u>Vice President, Global Consumer Care - Business DX, Global</u>	<u>Senior Director, Salon - Digital Growth Office, Global</u>

3. Executive Officers to retire

Name	Current Position(s) as of December 1, 2025
Yoshihiro Murakami	Managing Executive Officer; Senior Vice President, Digital Strategy, Global
Hideaki Kubo	Managing Executive Officer; Senior Vice President, Research and Development, Global
Satoru Tanaka	Managing Executive Officer; Senior Vice President, Corporate Planning, Global
Kotaro Nuriya	Senior Executive Officer; President, Global Consumer Care - Health Beauty Care Business, Global
Naohiko Uramoto	Executive Officer; Vice President, Digital Strategy - Data Intelligence, Global
Yoji Matsumoto	Executive Officer; Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.
Hiroyuki Terazaki	Executive Officer; Vice President, Research and Development - Business Development Research (Beauty • Healthcare), Global; Associate Vice President Research and Development - R&D Strategy Promotion and Administration, Global; Responsible for Integrated Report

Executive Officers as of January 1, 2026

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
Managing Executive Officer	Toshiteru Komatsu	Senior Vice President, Manufacturing and Engineering, Global; Responsible for TCR Promotion
Managing Executive Officer	Natsumi Hotta	Senior Vice President, Human Capital Strategy, Global; President, Kao Group Corporate Pension Fund; Chairperson of the Board, Kao America Inc.
Managing Executive Officer	Daisuke Hamada	Senior Vice President, Research and Development, Global;
Senior Executive Officer	Hideki Mamiya	Senior Vice President, Corporate Planning, Global
Senior Executive Officer	Yoshio Nakao	Vice President, Global Consumer Care, Japan; Responsible for Global Consumer Care - Global Sales, Global; Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Executive Officer	Motomitsu Hasumi	Senior Vice President, Product Quality Management, Global;
Senior Executive Officer	Hirimitsu Hoshikawa	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	Tomoko Uchiyama	President, Global Consumer Care - Cosmetics Business, Global; Representative Director, President, Kanebo Cosmetics Inc.
Senior Executive Officer	Takatoshi Hatase	President, Global Consumer Care - Health Beauty Care Business, Global

Title	Name	Position(s)
Senior Executive Officer	Rie Haraoka	President, Global Consumer Care - Hygiene Living Care Business, 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.;
Executive Officer	Naoshi Nakamoto	Senior Vice President, Procurement, Global
Executive Officer	Hideo Makino	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.
Executive Officer	Yasuo Toyoshima	Vice President, Product Quality Management, Global
Executive Officer	Akiko Hasegawa	Senior Vice President, Legal, Global
Executive Officer	Shinsuke Mori	Senior Vice President, Logistics, Global; Chief Logistics Officer
Executive Officer	Joe Workman	Vice President, Global Consumer Care, Americas and EMEA; Chairperson of the Board & President, Kao USA Inc.
Executive Officer	Mitsunori Saka	President, Global Consumer Care - Business Connected, Global; Responsible for Kao Professional Services Co., Ltd.
Executive Officer	Jun Kozuka	Vice President, Manufacturing and Engineering (Demand & Supply Planning, Strategy Planning), Global; Vice President, Manufacturing and Engineering - Manufacturing and Technology Development Center, Global
Executive Officer	Yuki Nomura	Senior Vice President, Strategic Public Relations, Global

Title	Name	Position(s)
Executive Officer	Junko Ohtani	Senior Vice President, ESG, Global
Executive Officer	Tetsuya Okano	Vice President, Research and Development - Business Development Research (Hygiene Living Care), Global; Vice President, Global Consumer Care - Hygiene Living Care Business - Fabric Home Care Product Business Development, Global
Executive Office	Hiroshi Danjo	Vice President, Research and Development - Core Technology Research Center, Global
Executive Office	Hirofumi Kuwahara	Senior Vice President, Digital Strategy, Global
Executive Office	Yuichi Iwano	Vice President, Corporate Planning, Global; Assistant for Corporate Finance and Management
Executive Office	Rebecca McBride	Vice President, Global Consumer Care - Americas and EMEA - AEMEA DX Marketing; Vice President, Global Consumer Care - Business DX, Global