



## Changes of Members of the Board of Directors

February 3, 2022

Kao Corporation (the “Company” – *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Members of the Board of Directors as of March 25, 2022. The Company recognizes that the diverse perspectives that come from diversity of the Board of Directors in terms of gender, nationality, race and age contribute to the promotion of business and global expansion, and proper supervision and audits. Therefore, the Company is promoting the appointment of diverse human resources. With the aim of ensuring the further diversity of the Board of Directors and further strengthening Kao's ESG management, supervision and decision-making from a global perspective, the Company has proposed two candidates for new members of the Board of Directors. Under this new administration, the Company will enhance the effectiveness of the Board of Directors, continuously promote raising corporate value and strive to further enhance its corporate governance. These changes will be officially decided by relevant resolutions at the Company's Annual General Meeting of Shareholders, which is scheduled to be held on March 25, 2022.

### 1. Members of the Board of Directors to be newly nominated

#### (1) Director, Managing Executive Officer

Name	Current Position(s) as of February 3, 2022
David J. Muenz	Managing Executive Officer; Senior Vice President, ESG, Global

#### (2) Outside Director

Name	Current Position(s) as of February 3, 2022
Eriko Sakurai	President, Dow Chemical Japan Limited; Outside Director, Sumitomo Mitsui Financial Group Inc.

### 2. Member of the Board of Directors to retire

Name	Current Position(s) as of February 3, 2022
Sonosuke Kadonaga	Outside Director, Kao Corporation; President, Intrinsic; Member of the Board, Business Breakthrough Inc.; Outside Director, Chairperson of the Audit & Supervisory Committee, Sumitomo Mitsui Banking Corporation; Vice President, Business Breakthrough University

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

In accordance with those changes described above, Members of the Board of Directors and Audit & Supervisory Board Members of the Company as of March 25, 2022 is expected to be as follows:

### Members of the Board of Directors

Title as of March 25, 2022	Name	Status of Executive Officer
Director, Chair	Michitaka Sawada	
Representative Director	Yoshihiro Hasebe	President and Chief Executive Officer
Representative Director	Toshiaki Takeuchi	Senior Managing Executive Officer
Representative Director	Tomoharu Matsuda	Senior Managing Executive Officer
Director	David J. Muenz	Managing Executive Officer
Outside Director	Osamu Shinobe	
Outside Director	Chiaki Mukai	
Outside Director	Nobuhide Hayashi	
Outside Director	Eriko Sakurai	

### Audit & Supervisory Board Members

Title as of March 25, 2022	Name
Full-time Audit & Supervisory Board Member	Hideko Aoki
Full-time Audit & Supervisory Board Member	Sadanao Kawashima
Outside Audit & Supervisory Board Member	Hideki Amano
Outside Audit & Supervisory Board Member	Nobuhiro Oka
Outside Audit & Supervisory Board Member	Takahiro Nakazawa

The Company will report to the Tokyo Stock Exchange, Inc. that the above four Outside Directors and three Outside Audit & Supervisory Board Members are Independent Outside Directors and Independent Outside Audit & Supervisory Board Members respectively. Mr. Osamu Shinobe is expected to be the Chairperson of the Board.

For details regarding members and positions of the Company's Executive Officers, please see the news release, "Notice Regarding Changes of Executive Officers and Corporate Executive Fellows" dated December 1, 2021.

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