



SUSTAINABILITY REPORT 2020





Dear readers,

It is a pleasure to address all of you for another year to present Kao Chemicals Europe's performance in non-financial information throughout 2020, an exercise full of challenges, which we have successfully overcome thanks to the unconditional work of our team and the collaboration of our stakeholders.

2020 has been an unprecedented challenge worldwide for humanity, which has affected us and continues to affect us in all areas of life: personal, family, social and economic, and whose consequences are, even today, unpredictable.

It is at times like this when we value even more the relevance of the 'Kao Way', as well as the values and principles inherent in the philosophy of the Kao Group.

The circumstances experienced in all the companies of the KCE group have highlighted the importance of these values and the effort that has meant adapting against the clock to this new reality to ensure the activity of the company, considered as an essential service.

«In 2020 we have continued our actions to contribute to sustainable development, carefully taking care of the conservation of the environment and the safety of people, in close cooperation with our stakeholders»

Our priority has been and is at all times to ensure the safety and health of our staff and our employees, as well as to give a quick response to those sectors of society that, because of their involvement in the health crisis or their vulnerability, have been seriously affected.

As a result of the materiality analysis carried out, and following the methodology established by our parent company, Kao Corporation, the essential aspects of this report are focused on the areas of Ethics and Compliance, Climate Change and Energy Efficiency, Circular Economy and Waste Management, pollution reduction, occupational health and safety and contingency plan for emergencies or natural disasters.

However, Kao's commitment is invariable over time, which is why in 2020 we have continued our actions to contribute to sustainable development, carefully taking care of the conservation of the environment and the safety of people, with the conviction that we will be able to overcome this complex moment, in close cooperation with our stakeholders.

Daisuke Hamada, [President of KCE](#)

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1.

GENERAL INFORMATION



1. GENERAL INFORMATION

1.1. BUSINESS MODEL: BUSINESS ENVIRONMENT AND ORGANIZATION

Kao Chemicals Europe, S.L. (hereinafter, KCE) forms a part of Kao Corporation, a Japanese multinational with headquarters in Japan.

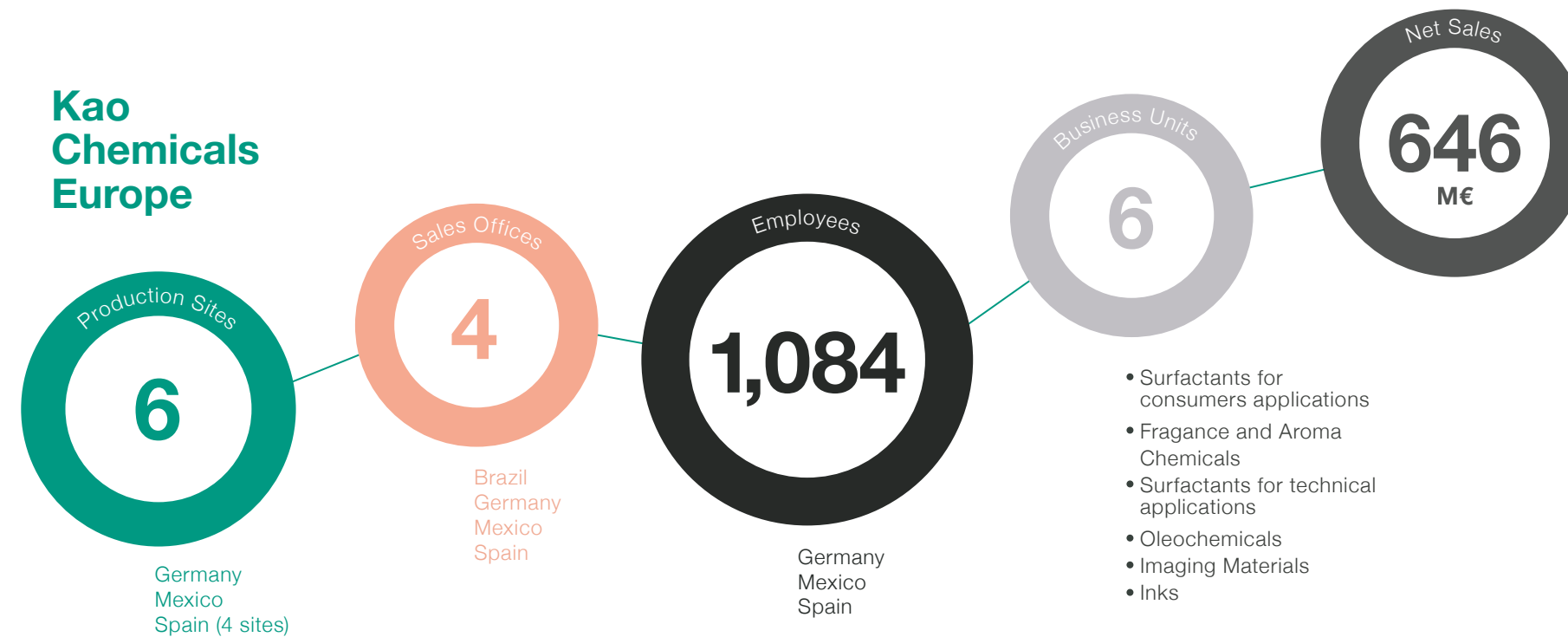
KCE was founded in 1999, thereby integrating the organizations of Kao Corporation, S.A. (Spain), hereinafter KCSA, and Kao Chemicals GmbH (Germany), hereinafter KCG.

In 2005 Quimikao (Mexico), hereinafter QK, joined KCE organization; in 2012, 0.1% of Kao Brazil Ltd. was acquired, and in 2017 the Kao Chimigraf Group (Spain), hereinafter KCHI, was brought on board.

KCE produces and trades surfactants, aroma chemicals, aroma compounds, various families of technical applications products, polyester resins, high-quality toner for professional applications and inks for digital and analog printing.

The company has several production sites located in Emmerich (Germany), Guadalajara (Mexico), Rubí, Olesa de Montserrat, Mollet del Vallès, and Barberà del Vallès (Spain); the latter, where the European headquarters is located.

KCHI carries out its productive activities in Mollet del Vallès, Alcalá de Henares and Xirivella, in addition to Rubí.



EXTERNAL EVALUATION

KCG, QK, KCHI and KCSA have subscribed a system of audits on a voluntary basis, the overcoming of which proves the suitability of their method to achieve the objectives pursued.

COMMITMENT TO SOCIETY



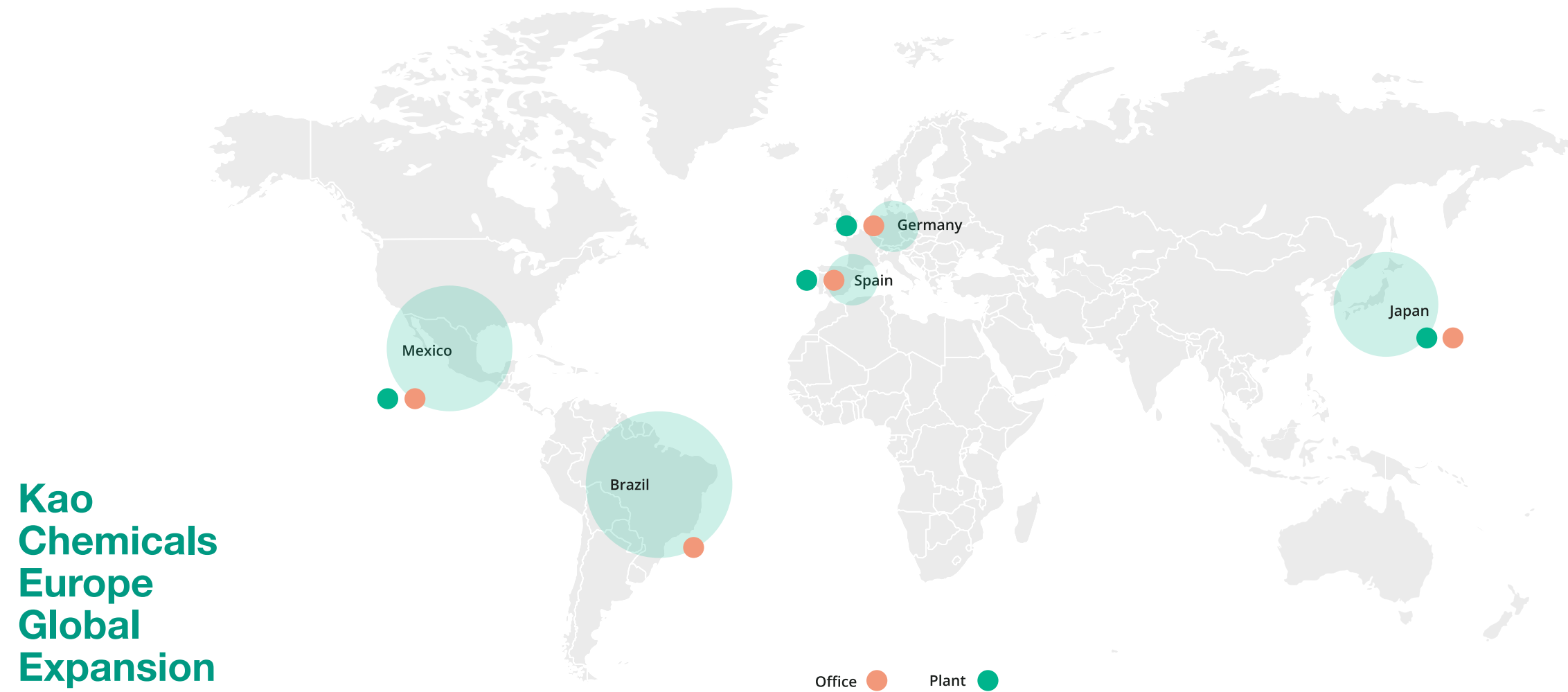
EVALUATION BY SOCIETY



1.2. GLOBAL PRESENCE

From our production sites located in Spain, Germany and Mexico, we supply products to all five continents. Sales have been made in more than 100 countries in 2020; mainly in Europe (68% by volume), followed by America (22% by volume) and, to a lesser extent, Asia, Africa and Oceania.

KCE operates directly or through agents and distributors in each area or country, according to the needs detected in the different markets.



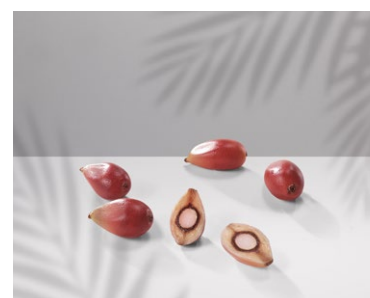
The company has six business units dedicated to different applications depending on the industry receiving its products, which are described below:

Business Fields



Surfactants for Consumers Applications

- **Personal Care:**
 - Hair Care
 - Body Care
 - Skin Care
- **Laundry & Cleaning:**
 - Dishwashing
 - Industrial and Institutional cleaning
 - Laundry Care
 - Hard Surface Care



Oleochemicals

- Fatty alcohols
- Fatty amines



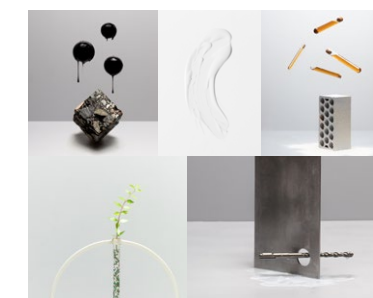
Fragrances & Aroma Chemicals

- **Aroma Chemicals:**
 - Ingredient Specialites
- **Aroma Compounding:**
 - Fine Fragrance
 - Home Care
 - Air Care
 - Personal Care
 - Fabric Care



Imaging Materials

- Polyester-based resins
- Toners for copiers and printers
- Pigment dispersions



Surfactants for Technical Applications

- Road additives
- Oil and gas
- Mineral flotation
- Building
- Fertilizers
- Metalworking
- Surfactants miscellaneous
- Coatings



Printing Inks

- Flexography & Rotogravure
- Inkjet

1.3. OBJECTIVES AND STRATEGIES OF THE ORGANIZATION

Kao Chemicals Europe is a company with a technical and innovative orientation focused on satisfying the needs of its customers and society, always following the established ethical values.

In this line, KCE has set a group growth plan in the medium term and a second in the long term, in which sustainability aspects play an essential role in its achievement.



Specifically, the commitments set for the period 2020 are:

COMMITMENT TO FOSTERING A DISTINCTIVE CORPORATE IMAGE:

- **Become a company focused on the needs of the client/consumer.**

During 2020, KCE has developed a new website with the intention of improving communication, updating information and facilitating the accessibility of it to customers.



COMMITMENT TO PROFITABLE GROWTH:

- **Net sales CAGR of more than 3%**
- **Operating margin of 15%.**

Despite the complicated situation arising from Covid-19, the company has been able to establish the counter measures necessary to be able to continue the operation. The pandemic has affected KCE's business very differently, but the end result, also influenced by travel savings, can be seen as very positive.



COMMITMENT TO RETURNS TO STAKEHOLDERS:

- **Employees:** through an adequate remuneration system, benefit sharing and health support.
- **Customers:** maximizing win-win relationships.

KCE is a purely customer-oriented company, so in 2020, and despite the impact of the coronavirus, continuing and establishing new relationships with them has continued to be a priority.

- **Society:** Promote a framework of relationships with stakeholders.

By fulfilling these commitments, the intention is to achieve the objective of turning Kao Chemicals Europe into a reference company for customers, staff and the community.

One of the basic concepts of this strategy continues to be sustainability as a guide to contribute to the maintenance of our planet and improve people’s lives, as well as innovation and collaboration with clients, key elements for Kao.

This sustainability report has been prepared taking into account the recommendations of the Global Reporting Initiative (GRI). The data collected here comes from the company’s Non-Financial Report, where the information can be consulted in greater detail. Throughout the chapters of the document, a report on the environmental, social and government impacts of Kao Chemicals Europe is made and data relating to 2020 are included on the following issues:



Environmental matters



Matters regarding Human Capital in relation to employment and work organization



Matters regarding Human Rights



Matters regarding ethics, compliance and governance

The company’s commitments



to society regarding sustainable development







Contribution to SDG



COVID-19 impact

CONTRIBUTION TO THE SDGS

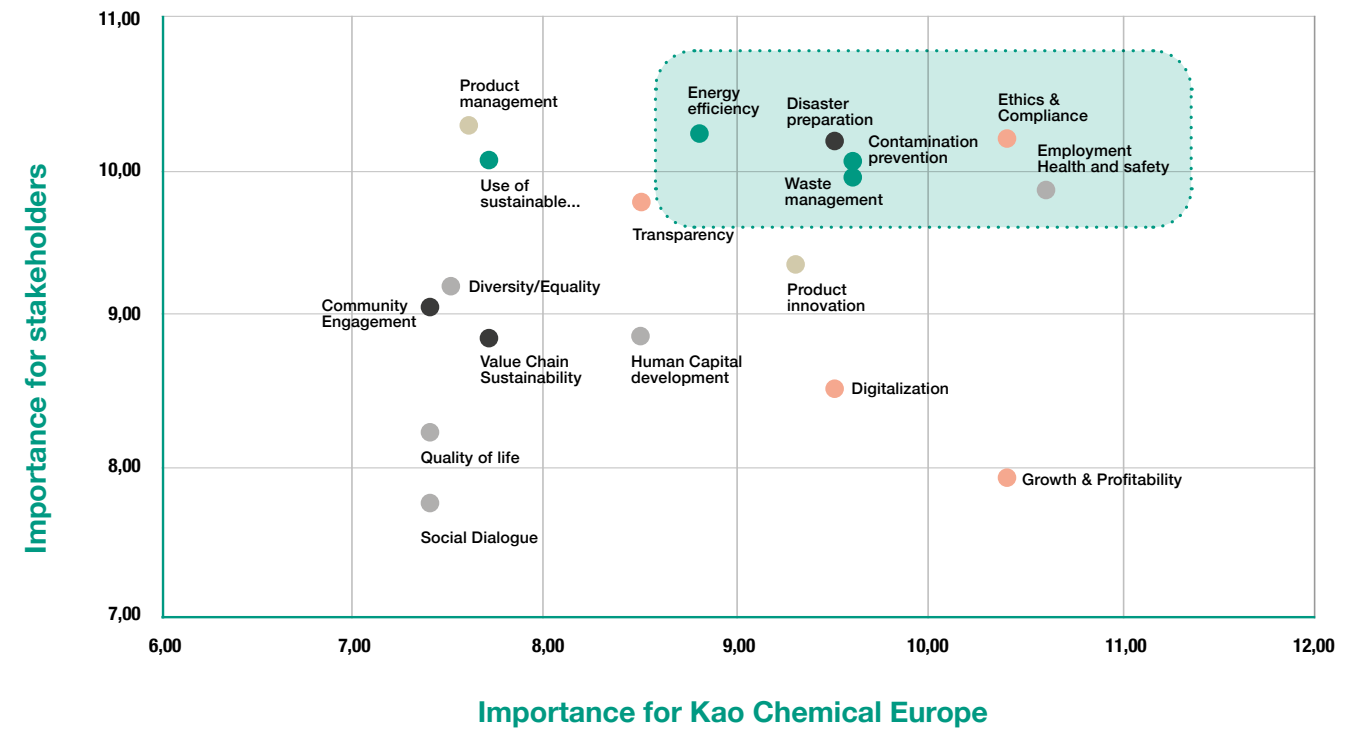
The following table lists the Sustainable Development Goals that affect each of the areas listed throughout this report:

AREA	CONTRIBUTION TO THE SDGS
CO ₂ emissions management	  
Use and prevention of water pollution	   
Preventing air pollution	  
Waste management	   
Chemicals management	    
Biodiversity management	   
Occupational health and safety	  
Human rights	  
Commitments to society	   

1.4. MATERIALITY ANALYSIS

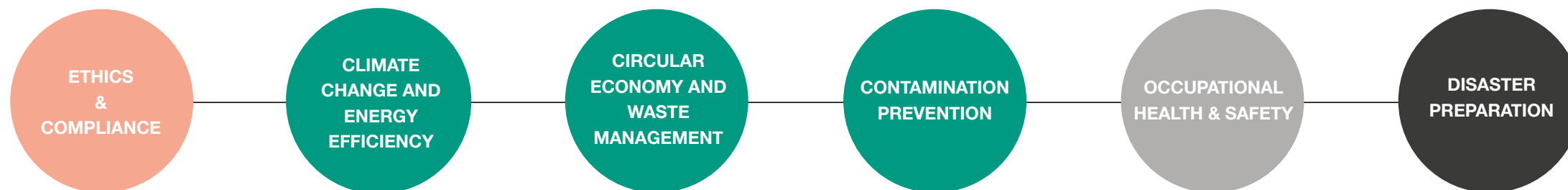
During the year analysed, KCE conducted a review of the material topics identified in 2019, incorporating two material aspects relevant to the organization, arising from the global situation from the COVID-19 pandemic: digitization and planning for emergencies or natural disasters.

This new materiality analysis followed the methodology established by the parent company, Kao Corporation, and which is developed below:



Through the materiality analysis, the relevance of the most important aspects of business strategy and corporate responsibility has been measured, stakeholder expectations have been identified and an action plan has been established







to respond to the detected needs, with priority aspects being the same as in 2019, with the exception of Disaster preparation plan, clearly derived from the impact of the pandemic:






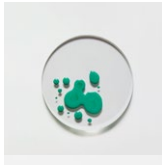
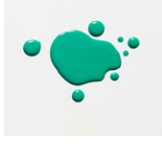


1.5. CONTRIBUTION TO SUSTAINABLE DEVELOPMENT: PRODUCTS AND SOLUTIONS

KCE has a responsible approach to the environment, safety and health throughout the life cycle of its products; from design, production, distribution and consumption to scrapping or disposal for the treatment of generated by-products. In this context, the company strives to contribute to sustainable

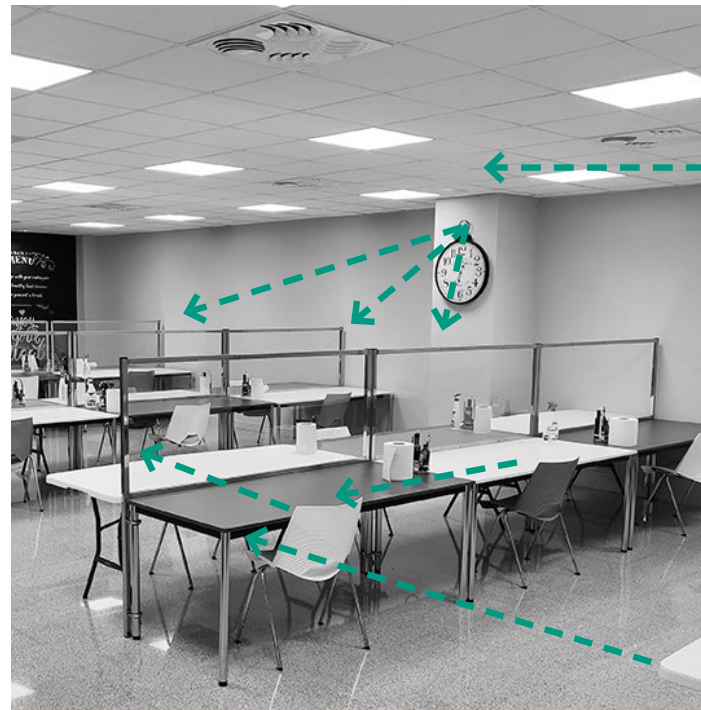
development and a better quality of life for people. To achieve the objectives set, and following the strategies mentioned in the previous paragraph, the following table mentions some examples of the products and technical solutions that have been promoted during 2020:

	PRODUCT APPLICATIONS	PROPERTIES	CONTRIBUTION TO SUSTAINABLE DEVELOPMENT	IMPACTS ON COMMUNICATION CHANNELS
	FARMIN DM <i>Oleochemicals</i>	<ul style="list-style-type: none"> Raw material to produce derivatives used in disinfection 	<ul style="list-style-type: none"> Less environmental impact 	
	AKYPO <i>Personal hygiene Lubricants</i>	<ul style="list-style-type: none"> Low irritation 	<ul style="list-style-type: none"> Less environmental impact 	
	DANOX HC-30 & AKYPO FOAM LM 25 <i>Sustainable formulas Personal hygiene</i>	<ul style="list-style-type: none"> Solid formulas Ultra-concentrated formulas to be diluted by the consumer 	<ul style="list-style-type: none"> Reduction in and reuse of packaging in consumer products Reducing the use of water in formulations Transportation savings 	<ul style="list-style-type: none"> IN-COSMETICS (Virtual) Publication of a scientific outreach article in the journal <i>NCP</i>
	LEVENOL <i>Detergent</i>	<ul style="list-style-type: none"> Plant origin 100% Bio OE 	<ul style="list-style-type: none"> Less environmental impact Responsible production and consumption 	
	TETRANYL <i>Fabric softener</i>	<ul style="list-style-type: none"> Plant origin Local raw materials 		
	TRASUT-RA <i>Roads</i>	<ul style="list-style-type: none"> New technology Quick opening to traffic Application at lower temperature 	<ul style="list-style-type: none"> Energy saving Infrastructure improvement 	<ul style="list-style-type: none"> Eurasphalt & Eurobitume Congress 2020 (postponed to June 2021); article accepted

	PRODUCT APPLICATIONS	PROPERTIES	CONTRIBUTION TO SUSTAINABLE DEVELOPMENT	IMPACTS ON COMMUNICATION CHANNELS
	DANOX PT-FR <i>Roads</i>	<ul style="list-style-type: none"> • High-strength, long-lasting asphalt 	<ul style="list-style-type: none"> • Circular economy • Infrastructure improvement 	<ul style="list-style-type: none"> • ASEFMA Conference (Spain)
	DANOX RAP-100 & RAP-300 <i>Roads</i>	<ul style="list-style-type: none"> • Easy to use on asphalt • Higher yield at lower doses 	<ul style="list-style-type: none"> • Circular economy • Pavement recovery • Reducing paving costs 	<ul style="list-style-type: none"> • ASEFMA Conference (Spain)
	DANOX AR-J <i>Roads</i>	<ul style="list-style-type: none"> • Easy to use on asphalt • Higher yield at lower doses • Improves the rheological properties of asphalt • Delays road cracks 	<ul style="list-style-type: none"> • Longer road pavement life • Energy saving • Infrastructure improvement • Circular economy 	<ul style="list-style-type: none"> • AMAAC (Mexico)
	Additives <i>Fertilizers</i>	<ul style="list-style-type: none"> • Biodegradable • Vegetable origin 	<ul style="list-style-type: none"> • Less environmental impact 	<ul style="list-style-type: none"> • Article published in <i>World Fertilizer magazine</i>
	DANOX SOL MD <i>Fragrance</i>	<ul style="list-style-type: none"> • Fragrance for industrial uses 	<ul style="list-style-type: none"> • Less environmental impact • Responsible production and consumption 	
	INKJET INKS: 3 solutions <i>Printing</i>	<ul style="list-style-type: none"> • Water base • Oil base, certified EN 16640 (C content of biological origin) • By UV curing, De-Inkable certified by INGEDE 	<ul style="list-style-type: none"> • Less environmental impact • Facilitates recycling of printed materials 	<ul style="list-style-type: none"> • Social media communications
	FLEXO INKS <i>Printing</i>	<ul style="list-style-type: none"> • Compostable • Water base • Certified EN 13432 • INGEDE's submergibility certification 	<ul style="list-style-type: none"> • Less environmental impact • Facilitates recycling of printed materials 	<ul style="list-style-type: none"> • Social media communications

1.6. IMPACT OF COVID-19

As most chemical companies worldwide, KCE has been severely affected by COVID-19. In order to mitigate the effects of the pandemic, the company has implemented in all local companies the anti-covid countermeasures necessary to be able to continue its industrial activity, considered essential, putting the health and safety of workers as a first priority.



Personal protection



Cleaning and disinfection



Training and information on prevention measures.



Limitation of exposure through collective or organizational protection systems



Management and case management

Operational performance has also been affected due to difficulties in sourcing some raw materials, logistical constraints, and variable market demand for KCE products.

Disruption in the supply chain, business continuity plans and the response of technological systems to the significant increase in virtual operations are some of the operational aspects that have been raised in business management.

Even within a context of adversity and global uncertainty, KCE has experienced an exceptionally high demand for cleaning and disinfection-related products, while the demand for ingredients for some industrial applications has declined.

2.



**MAKING
THE WORLD
HEALTHIER &
CLEANER**



2. MAKING THE WORLD HEALTHIER & CLEANER

Through the corporate program “Eco Together”, created in 2009, the group establishes its commitment to environmentally responsible management and the implementation of environmental conservation efforts together with customers, suppliers, production outsourcing partners, local communities, NGGs, governments and other stakeholders.

This plan sets out the different actions envisaged for the achievement of environmental corporate objectives and monitors their achievement.

The commitments made by 2030 are as follows:



FIELD	INDICATOR	TARGET VALUE	BASE YEAR
DECARBONIZATION	Reduction emissions range 1+2 CO ₂ , absolute	22%	2017
ENERGY	Purchase renewable electricity	100%	—
	Energy consumption	10%	2020
ZERO WASTE	Amount of non-recyclable waste	0	—
	Ratio to landfill and incineration	<1%	—
WATER CONSERVATION	Water consumption	45%	2005
BIODIVERSITY	Proportion of plants with score greater than 460 points *	>70% **	—

* KCJ internal methodology

** Under revision

The target value is that to be achieved in 2030, taking a specific year as a starting point (base year) set for each indicator, with the exception of some that do not need it.

2.1. MAIN ENVIRONMENTAL RISKS AFFECTING THE ORGANIZATION

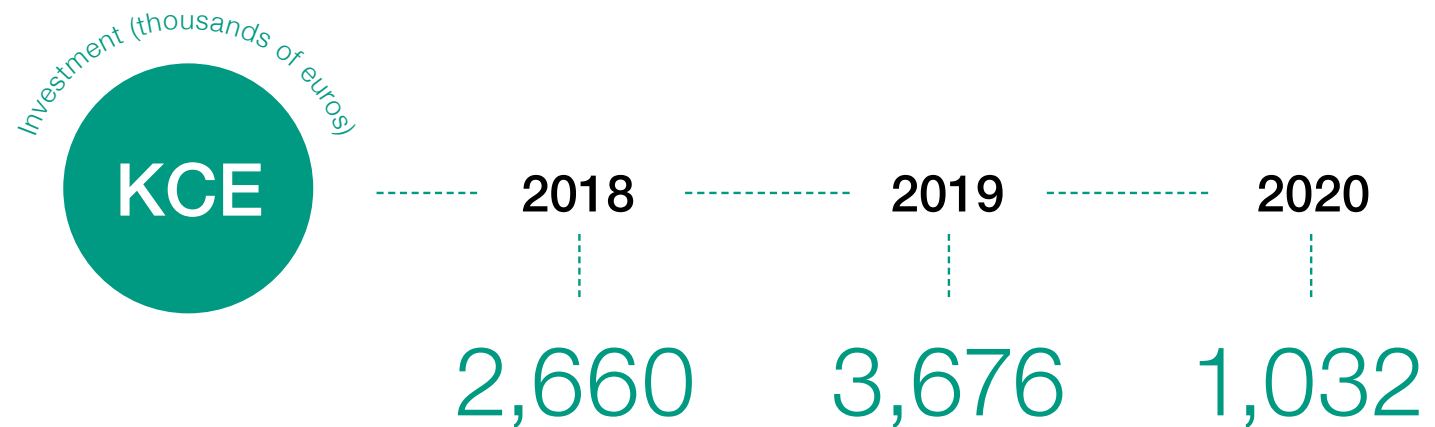
The global environmental trend of most concern to KCE is climate change. The possibility of suspending operations due to extreme meteorological phenomena, such as drought, floods and global warming, as well as the increase in costs due to more severe regulations pose risks for the company.

Current lifestyles also contribute to the development of a number of specific environmental problems, including climate change, resource depletion, environmental pollution, water security and biodiversity loss.

Taking all these risks into account, the company has identified five areas on which it aims to focus its environmental efforts:



KCE dedicates significant financial resources to promote efficiently and effectively its environmental activities.



2.1.1. DECARBONIZATION

KCE considers the amount of greenhouse gas emissions from fuel and electricity consumption from production activity itself and from sales as the most significant problem. The following are the initiatives developed to reduce such emissions:



IN THE ACQUISITION OF RAW MATERIALS:
green purchasing concepts are incorporated and specific actions are carried out in the different subsidiaries.



INCLUSION IN THE MANUFACTURING PROCESS OF
initiatives to reduce energy consumption, use of cleaner energy, use of more environmentally-friendly coolants and equipment maintenance to prevent coolant leaks and other greenhouse gases.



IN THE DEVELOPMENT PROCESS:
When deciding to launch new and improved products, it is verified that they meet the environmental standards described by the design guidelines for the environment.



IN THE DISTRIBUTION PROCESS:
through the increase of volumes dispatched by shipment, the use of cleaner methods and the improvement of load ratios.

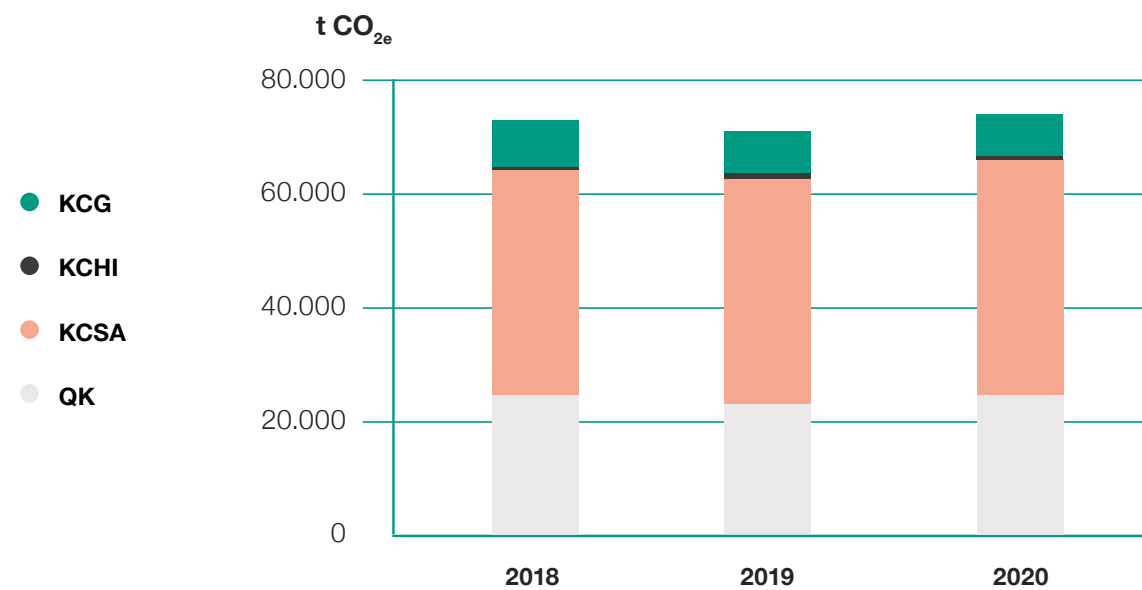
Contribution to the SDGs



In 2013, the group set the 2020 targets for energy consumption and greenhouse gas emissions for all KCE plants, and the goal is to achieve an annual reduction of 1% for both.

The KCE indicators for 2020 are shown in the table, as well as their comparison with the previous year.

Direct GHG emissions (scope 1) per company



Direct Greenhouse gas emissions (GHGs)

KCE	2018	2019	2020
TOTAL DIRECT GHG EMISSIONS (SCOPE 1) (T CO _{2e})	72,545	70,350	73,278
EMISSIONS RANGE 1 / PROD. END (kg/t)	156.65	166.05	170.85
TOTAL INDIRECT GHG EMISSIONS (SCOPE 2) (T CO _{2e})	21,684	3,925	4,527
EMISSIONS RANGE 2 / PROD. END (kg/t)	49.39	11.61	12.51
OTHER GHG EMISSIONS (SCOPE 3) (T CO _{2e})	22,119	23,754	22,645
EMISSIONS RANGE 3 / PROD. END (kg/t)	82.26	91.56	85.15
TOTAL GHG EMISSIONS (T CO _{2e})	116,554	98,207	100,634
TOTAL GHG EMISSIONS / PROD. END (kg/t)	247.17	223.44	225.93

Greenhouse gas (GHG) emissions per ton of final production in KCE have increased versus the previous year despite the green purchase of energy. The increase compared to 2019 for Scope 1 and 2 emissions per ton of final production was 3%.

Compared to 2005, the base year for this indicator, CO₂ emissions have been reduced by 20%.

Energy consumption data

As can be seen, both energy consumption and the consumption rate has shown an increase, mainly due to the product mix.

In relation to electrical energy, the rate of consumption per unit produced in KCE has improved, with an accumulated reduction of 25% compared to 2005, the base year for this indicator.

KCE	2018	2019	2020
TOTAL ENERGY CONSUMPTION (MWh)	418,586	404,305	422,342
TOTAL ENERGY CONSUMPTION / PROD. END (MWh/t)	0.89	0.95	0.96
ELECTRICITY CONSUMPTION (MWh)	81,522	79,197	80,845
CONSUMPTION OF ELECTRICITY OF RENEWABLE ORIGIN (%)	30.25	71.25	80.88
POWER CONSUMPTION / FINAL PRODUCTION (MWh/t)	0.17	0.18	0.16
NATURAL GAS CONSUMPTION (GJ)	1,257,188	1,225,451	1,288,536
NATURAL GAS CONSUMPTION / FINAL PRODUCTION (GJ/T)	3.46	3.68	3.81
THERMAL CONSUMPTION (MWh)	321,814	307,392	323,543
THERMAL CONSUMPTION / FINAL PRODUCTION (MWH/T)	0.54	0.69	0.72
OTHER ENERGY CONSUMPTION (MWH)	2,928	4,645	4,474

During 2020, all electricity consumed by KCG, KCSA and KCHI (except KCHI France) came from renewable sources. For its part, QK is in the process of contracting this type of energy. As a result, renewable electricity consumption has increased from 30% in 2018 to 71% in 2019 and 81% in 2020.

2.1.2. WATER CONSERVATION AND POLLUTION PREVENTION

Currently, KCE is working to reduce water consumption in each production plant and to reduce wastewater through the application of the 3R (reduce, reuse and recycle) technique, the search for new technologies, the optimization of maintenance work and the improvement of wastewater treatment facility management.

Contribution to the SDGs



In 2013, the group set targets until 2020 for water consumption for all KCE plants and aims to achieve an annual reduction of 1% by taking 2005 as a baseline.

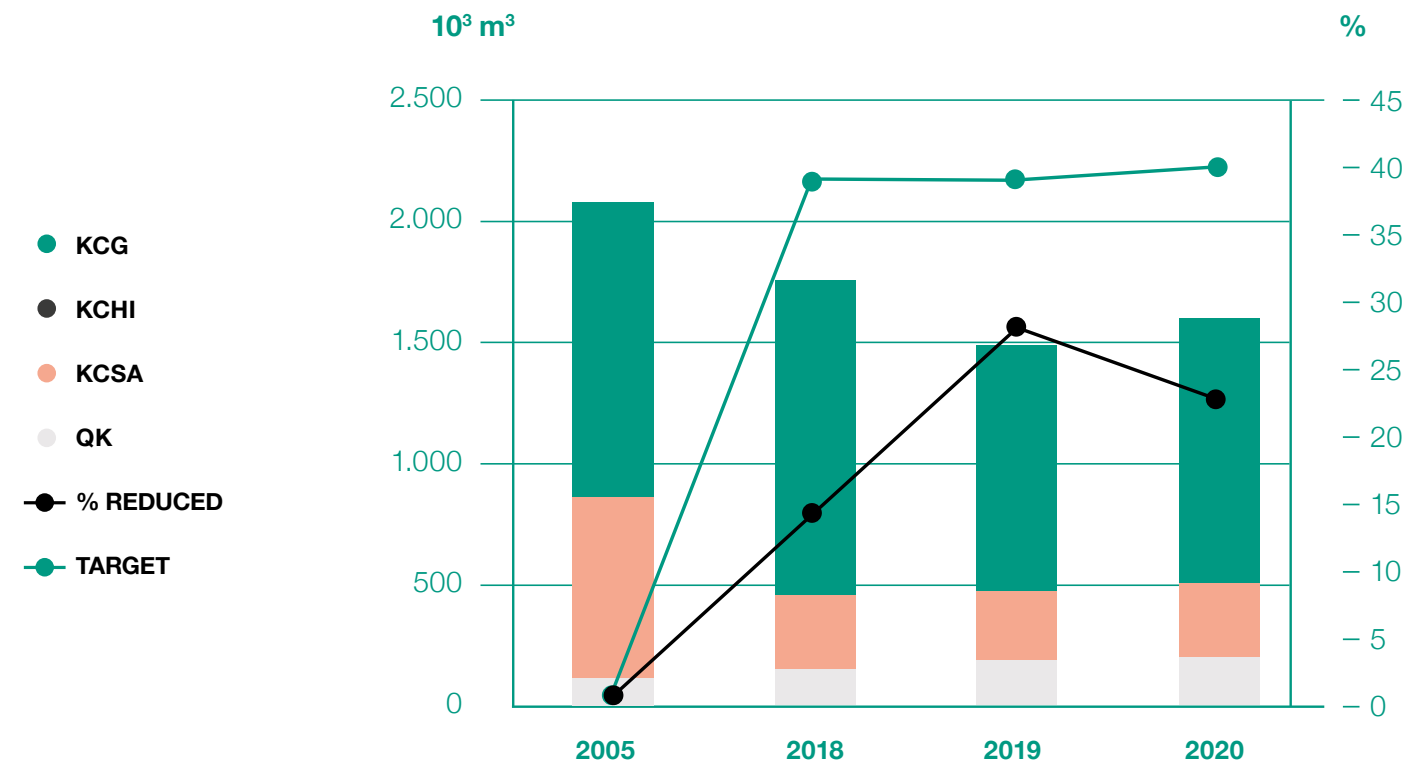
The long-term goals for 2030 are aligned with those of the group, as long as they are achievable for each of the organizations that constitute KCE.

Water consumption data

KCE	2018	2019	2020
WATER EXTRACTION (m ³)	1,767,103	1,494,922	1,606,120
EXTRACTION / FINAL PRODUCTION (m ³ /t)	1.27	1.44	2.96
NETWORK SUPPLY (%)	19.43	27.22	25.13
TOTAL WATER CONSUMPTION (m ³)	1,314,921	1,082,428	1,137,356
CONSUMPTION / FINAL PRODUCTION (m ³ /t)	2.12	1.87	1.96



Water extraction represented more than 1,600,000 m³, about 111,200 m³ more than previous year, and approximately half was for consumption. The consumption rate per ton produced increased by 5% over the same period.



KCE's biggest water users are KCG and KCSA. In the case of KCSA, extraction increased in 2020 as a consequence of the fact that the facilities built in 2019 remained operative throughout the year. However, both consumption and the rate of consumption have decreased at KCSA; not so in the case of KCG.

On the part of QK, the increase is due to the consumption of water from the State wastewater treatment plant, the quality of which requires treatment prior to use, which translates into a higher volume to compensate for the rejection due to quality aspects.

In the KCE centres the water consumed comes basically from third-party network water and groundwater; some facilities have their own collection wells which are duly authorized and controlled.

The TOC pollution load dropped by 58 tons compared to the previous year, a per-ton reduction of 23%.

Wastewater in the KCE work centres is discharged in its entirety to the municipal sanitation network.

2.1.3. AIR POLLUTION PREVENTION

The main commitments made in this area are aimed at strict compliance with specific laws and regulations, as well as the development of the principle of pollution prevention. This entails, among other actions, the gradual introduction of better available techniques, the modification of processes in favour of reducing emissions and close monitoring thereof.

The promotion of communication with interested parties is also contemplated. Along these lines, it should be noted that three of the companies that make up KCE (KCG, QK and KCSA) already publish emission data under the PRTR (Pollutant Release and Transfer Registers).

Contribution to the SDGs



Substances emission data

	2018	2019	2020
CO EMISSION (kg)	21,783	21,131	22,310
CO EMISSION / FINAL PRODUCTION (kg CO/t)	0.06	0.05	0.06
NO_x EMISSION (kg)	53,622	54,024	56,751
NO_x EMISSION / FINAL PRODUCTION (kg/t)	0.12	0.12	0.12
CH₄ EMISSION (kg)	1,403	1,547	1,619
CH₄ EMISSION / FINAL PRODUCTION (kg/t)	0.00	0.00	0.00
HFCS EMISSION (kg)	20	173	178
SO₂ EMISSION (kg)	823	492	468
SO₂ EMISSION / FINAL PRODUCTION (kg/t)	0.01	0.00	0.00
PM EMISSION (kg)	1,051	953	1,097
PM EMISSION / FINAL PRODUCTION (kg/t)	0.00	0.00	0.00
VOC_s EMISSION (kg)	113,215	115,428	87,226
VOC_s EMISSION / FINAL PRODUCTION (kg VOC/1000t)	1.54	1.54	1.22



The actions taken to minimize diffuse emissions has made it possible to reduce this type of emissions by 24% and the rate by 19.9% compared to 2019.

As regards emissions from fuel gases (CO, NOx and SO₂), there are no significant variations compared to 2019.

On the other hand, regarding particulate emissions, KCSA is the KCE company reporting the highest emissions. In 2019 and 2020, improvements have been made to emission bulbs, which have

been structurally modified and absolute filters have been placed. However, the results do not reflect this situation and the measurements of these spotlights have been postponed due to the pandemic.

Lastly, there is an improvement in VOC emissions. The KCE company with the highest VOC emissions is KCHI, as the

activity itself involves the handling of volatile solvents (the emissions of the rest are negligible in comparison).

KCSA has also contributed to reducing VOC emissions as the regenerative thermal oxidizer installed in the second half of 2019 continued to be operative throughout the year.

2.1.4. WASTE MANAGEMENT

KCE dedicates efforts to reduce waste generation in its plants and offices, encouraging the application of the 4R technique (reduce, reuse, recycle and replace).

Among many other actions, work is being done to improve the performance of production processes to reduce the generation, reuse of packaging and revaluation of waste. Adequate waste management is also carried out, so that its impact is the most environmentally friendly.

Contribution to the SDGs



Waste management data

KCE	2018	2019	2020
TOTAL WASTE (kg)	13,862	15,284	15,494
TOTAL WASTE / FINAL PRODUCTION (kg/t)	33.89	38.93	37.74
TOTAL HAZARDOUS WASTE (kg)	10,396	12,545	12,533
TOTAL HAZARDOUS WASTE / FINAL PRODUCTION (kg/t)	23.07	29.15	27.15
VALUATION OF TOTAL WASTE GENERATED (%)	61.25	59.60	48.84

In 2013, the group set the 2020 reduction targets for waste at all KCE plants and set a target of achieving an annual reduction of 0.5% on a baseline in 2005.

The amount of waste generated has increased by approximately 200 tons compared to the previous year; however,

the rate of waste generation per ton produced has decreased, improving by 3%.

Although improvement actions are carried out, the indicator does not fully reflect them, since there are various circumstances that influence the result:

The expansion of activity as a result of new facilities, processes or products, such as the new AKYPO manufacturing line in KCG, the nitrilation plant in QK and the new aroma chemical plant in KCSA.

Changes in the production mix. This indicator is representative, but not very sensitive to variations in current products, which, either due to quality, use or the business area itself, have a more unfavourable ratio.

Despite this, taking into account the group's objective in this area, the reduction achieved was 22% compared to 2005.

Of the waste generated, approximately 12,533 tons are classified as dangerous; 12 less versus the previous exercise. The operations of the new facilities are under study in order to optimize productivity and adjust the conditions that allow less waste generation.

The pandemic has contributed to greater waste generation resulting mainly from disposable self-protection products.

Raw materials usage data

KCE	2018	2019	2020
RAW MATERIALS (t)	336,055	304,109	307,491
RAW MATERIALS / FINAL PRODUCTION (t/t)	0.79	0.80	0.80

As mentioned above, KCE works on improving the performance of production processes, directly impacting waste reduction and therefore lower raw material consumption.

2.1.5. CHEMICAL SUBSTANCES MANAGEMENT

Kao is actively involved in the rational management of chemicals through the use of scientifically based risk assessment and management procedures that have the function of minimizing their adverse effects on human health and the environment.

The group uses its own procedure, called the Comprehensive Chemical Management System, which since 2017 has been implemented in all Kao's affiliates worldwide. The company continuously strengthens the functionality of the Comprehensive Chemical Management System, in response to increasingly stringent regulatory requirements, increasing diversity in manipulated chemicals, and planned commercial expansion in new countries and commercial areas.



CHEMICAL RISK ASSESSMENT:

On the one hand, carry out risk assessments of priority substances for Kao, in accordance with the medium-term plan, and implement the global deployment of the Comprehensive Chemical Management System to ensure product safety and its use in the applications and countries for which it is being designed. On the other hand, carry out detailed studies of all products or new raw materials used in KCE. During 2020, 51 raw materials have been studied and 15 products analysed.



CHEMICALS LIFECYCLE MANAGEMENT:

Plan and implement hazard reduction and hazardous labelling measures based on the United Nations-defined Global Harmonized System (GHS) to standardize classification and labelling criteria worldwide, using the appropriate language for each country.



COMMUNICATION OF CHEMICAL RISKS WITH STAKEHOLDERS:

through public disclosure of the results of activities promoting international chemicals management and stakeholder communication.

In 2020, customers were informed of changes in product classification, new information available and the substitution of some raw materials, either through a change in classification or their inclusion in replacement lists of the European Chemicals Agency (ECHA). The process began in 2020 and will end in 2021.

Another important point in substance management, which in turn is key for our customer is the Notification to European Toxicology Centres of all hazardous mixtures. In 2020, the corresponding reports were submitted to ECHA's global authority and to the following countries: Spain, Italy, France and Sweden.

KCE ensures regulatory compliance of its chemicals products in all countries where the company supplies. In addition, constant changes in international chemical regulations are monitored, applying notifications and/or registrations in China, Korea, Turkey, the United Kingdom, Canada, the United States and Eurasia, as well as monitoring the Sanction Party List, among others, to ensure global compliance.

Contribution to the SDGs



Specifically, throughout 2020, all required international requests for Embargoes, Sanctions and Inventories have been analysed. All customer needs have also been studied and the substances that needed a special registration by country have been identified, according to commercial needs.

KCE promotes the conduct of risk assessments of the priority chemicals for the company, with the vocation of continuing this activity later.

During 2020, several substance registries have been carried out at ECHA and more have been updated, while volumes, applications and requirements for the rest of the substances registered by the company have been monitored. Some of them have been reviewed in depth, together with ECHA, the dossiers that had been delivered, obtaining a satisfactory result.

Likewise, several registered substances that meet the definition of nanoparticles have been identified and the update of their registration has begun, which will culminate in 2021.

Furthermore the compositions of the fragrances have been revised in order to adapt to the new regulations and structure of the 49th standard of IFRA (International Fragrance Association) and several products have also been registered in ECOCERT.

Finally, the department of PSR (Product Safety and Regulations) has organized various seminars and discussions of chemical product safety at KCE level for the Sales and R&D departments. The company has been actively involved in national and European events related to the registration of chemicals (European Notification Panel), biocidal regulation, REACH regulation (Registration, evaluation, authorization and restriction of chemicals) and green systems among others.



RESPONSIBLE CONSUMPTION AND PRODUCTION OF MATERIALS

Kao has made a public commitment to support the reduction of forest destruction and achieve zero deforestation by implementing two projects related to the consumption of sustainable materials (palm oil, and wood, paper and pulp derivatives).

Likewise, KCE has done the same with its customers, through the supply of sustainable products, in particular, using sustainable palm oil. All KCE subsidiaries have obtained RSPO certification –the most complete for the palm oil sector, with the exception of KCHI, which

does not use palm oil in its processes. KCE's commitment is to supply all products based on sustainable palm oil if the customer requires so. As for 2020, KCE has sold 34% RSPO certified products from the total sales volume

The collaboration with customers and Kao subsidiaries, which have incorporated in their policies objectives of reducing deforestation, has allowed to increase the percentage of RSPO certified products and thus be able to contribute to the transformation of the market to more sustainable supply chains.



2.2. BIODIVERSITY MANAGEMENT

The company defines biodiversity conservation as an area of environmental intervention within its “Responsible Care” activities. Greater knowledge, awareness and sensitivity in environmental aspects entails expanding the scope of KCE’s actions, among which the conservation and promotion of biodiversity stands out.

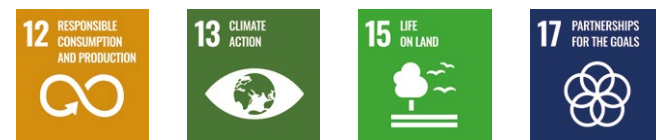
KCE carries out a series of actions in order to improve year after year. Although this exercise has been somewhat atypical due to the emergence of COVID-19 - it has led to the cancellation of some of the planned actions and the modification of the approach of others - initiatives to improve biodiversity have continued.

Invasive species control actions have been maintained. In this sense, the elimination of a nest of Asian wasps in the KCSA Barberà del Vallès centre is worth mentioning. In this same centre, nest boxes have been placed to promote the reproduction of different species and an insect hotel.

On the other hand, the planting of different species has been carried out in the centres.

KCHI, which was in a more incipient state to date, has carried out the study of the trees, shrubs and plants of its work centres, as well as the identification of invasive and indigenous species, ending with the preparation of a catalogue describing their qualities, origin, quantity, location, appearance, etc.

Contribution to the SDGs



As far as possible, all activities related to biodiversity are carried out in collaboration with city councils or other non-governmental organizations. However, due to the exceptional conditions caused by the pandemic, in 2020 collaborations have been limited.

Placement of nest boxes

For Otus scops



For Passer domesticus



For Parus major, Cyanistes caeruleus



Insect hotel construction



Elimination of invasive species



3.



**HUMAN
CAPITAL
DEVELOPMENT**



3. HUMAN CAPITAL DEVELOPMENT

3.1. SOCIAL AND PERSONNEL ISSUES

The human team is the most important asset of the company. Kao Corporation and its subsidiaries strive to create a corporate environment and culture in which both individuals and the company can grow together, maximizing the potential of each employee and contributing positively to society.





EMPLOYEES BY GENDER

In this sense, of the 19 new hires that have been made in 2020, it is noteworthy that 14 of them have been women and that this number has increased by 31 since 2018.



PROMOTING EQUALITY

In 2020 Kao Corporation was selected for another year for inclusion in the Bloomberg's Gender Equality Index as one of 325 companies worldwide that have demonstrated excellent performance in developing measures to advance gender equality.

All KCE subsidiaries have as the maximum the application of principle 5 of Kao's code of conduct, called the 'Kao Business Conduct Guideline' or BCG, which determines to "respect the diversity of the workforce and maximize its potential" to reinforce the solidity of Kao Group. For this reason, companies of the group develop and implement initiatives aimed at applying the code of conduct, as well as specific actions related to equal treatment and opportunities within them.



SALARY GAP

KCE maintains the commitment to effectively apply the principle of equal salary for work of equal value, and takes it as a basis in its remuneration policy, adopting it in its salary application practice both at the time of the beginning of the collaboration and in subsequent reviews.

The remuneration system for people who work at KCE is adapted to the salary structure established in the collective agreements of the sector and in the specific company agreements applicable in each country, which, as a general rule, are made up of a base salary depending on the job position and bonuses and supplements linked to the experience, knowledge and conditions of the jobs that, in no case, are due to gender reasons or biases.



WORK-LIFE BALANCE AND DIGITAL DISCONNECTION

With a view to improving labour relations, KCE tries to create an environment in the company that makes it easier for its human team to achieve a higher quality of life, a balance between personal and family life and the development of their professional careers. To do this, a set of measures to reconcile family and work life and options adapted to different situations are articulated.



3.2. TRAINING

Through its Human Resources policies, KCE aims to contribute and ensure continuous development, aligned with the demands of the organization and the changes in the market in which it operates.

The training programs and actions carried out at KCE pursue the improvement and growth of people, both from a personal and professional perspective, under the principle of effectiveness. For this, the training offer is analysed and reviewed on a continuous basis, so that it is always possible to respond to the needs detected at all times in the performance of the functions and that, in turn, allows compliance with the established standards of excellence.

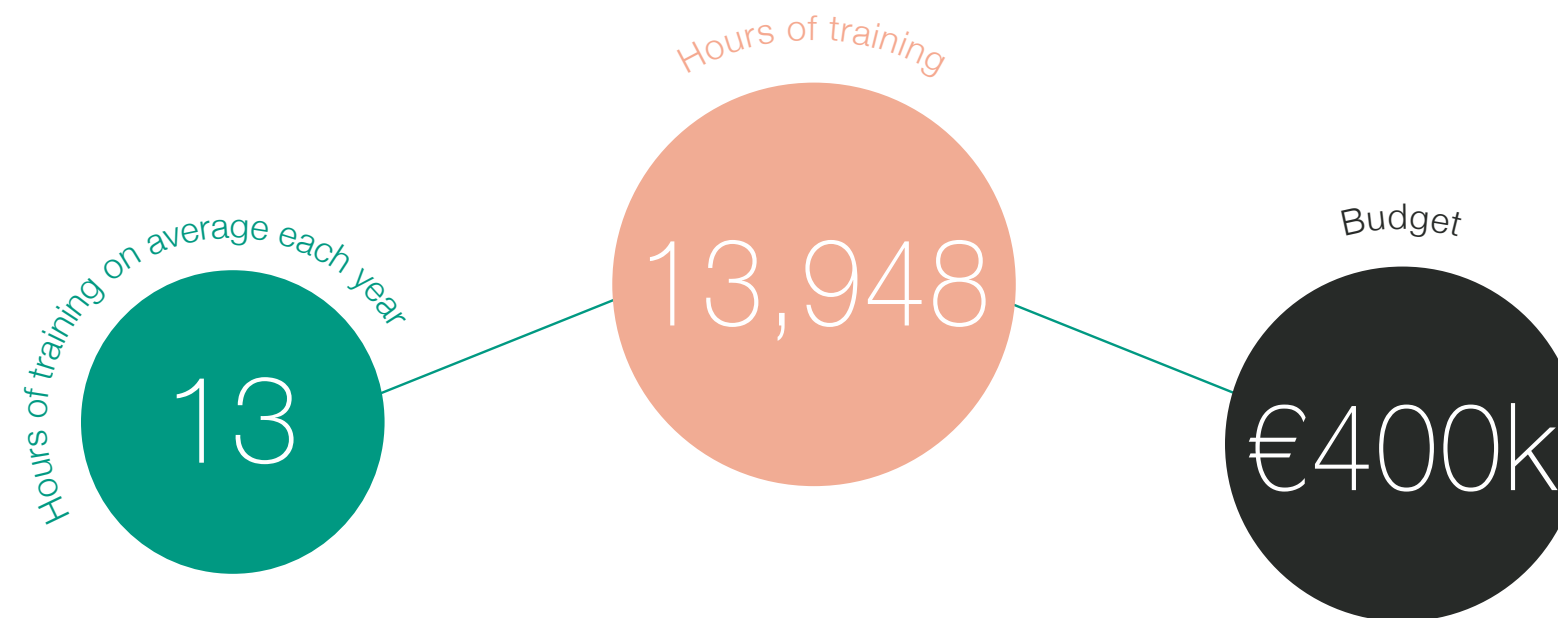
The learning process begins from the moment in which there are new incorporations to the staff, since they receive a guided and systematic reception plan that allows them to integrate into their work environment and acquire basic notions of the operation of the organization, as well as safety, environmental and quality criteria and those operating standards specific to the function or position to be performed. This plan includes an initial training program called 'Orientation program for new employees'.

In 2020, a total of 52 people participated in the "Orientation Program for New Employees".

One of the innovations that took place in the training field in 2020 is the course on corporate responsibility that was carried out by the entire KCE purchasing department, as well as other members of the KCSA staff, to acquire new capabilities in the responsible management of the supply chain. Globally, in 2020 around 13,948 hours of training have been carried out at KCE, with a managed budget of about 400,000 euros, which means that each person has done on average approximately 13 hours of training in the year.

Due to the social context derived from covid-19, the overall training hours carried out at KCE have decreased.

Training figures



3.3. HUMAN RESOURCES POLICY



Guarantee equal treatment and opportunities and non-discrimination on grounds of origin, nationality, race, religion, gender, disability, age or sexual orientation.



Ensure fairness in the selection processes, taking into account only criteria of merit, capacity and suitability of the applications.



Guarantee the transparency of the processes, ensuring that are objective and impartial.



Ensure that people who join are aligned with KAO principles and values.



in terms of diversity and inclusion



Respect diversity, promoting non-discrimination based on race, age, gender, marital status, ideology, political opinions, nationality, religion, sexual orientation or any other personal, physical, psychological or social condition.



The recognition of different capacities, promoting the integration of all people and respect for social diversity.



Promote throughout the organization the principle of equal opportunities and treatment, the basis of personal and professional development.



Promote gender equality in regard to access employment, training, professional promotion and working conditions.



Identify and eliminate in the organization any form of sexual or moral harassment.

3.4. IMPACT OF COVID-19

Despite being located in different contexts, given the common social and health situation of 2020, and according to the evolution of the pandemic in each country, KCE has sought to minimize the exposure of the workforce whenever it has been allowed, complying with the measures stipulated by governments and security regulations. In accordance with this, all subsidiaries have encouraged, whenever possible, remote work in those areas where it has been possible, the physical spaces have been modified in order to maintain distances, and they have been facilitated the necessary protective equipment. Likewise, hygiene measures have been increased and those positions in which face-to-face work was required have been restructured in order to reduce capacity and reinforce security measures.



All subsidiaries have invested in computer equipment in order to facilitate remote work.

In the production centres, being considered an essential activity for the country, face-to-face work was maintained, maximizing the prevention and safety measures established by the authorities.

As far as possible, bubble groups have been organized in the departments that rotated between face-to-face and remote work, as well as the possibility of adapting the day and making it intensive for those who so requested.

Additionally, in the case of KCSA, remote work adopted in response to Covid-19 has been accompanied with training for the team of managers on leadership of remote teams, in order to maintain cohesion and development of the groups and promote productivity in remote work.

4.



CORPORATE CULTURE



4. OCCUPATIONAL HEALTH AND SAFETY

Promoting health and safety is a priority for KCE, which is why the company ensures that its workspaces are safe and healthy environments.

KCE is a member of the 'Responsible Care' program, a voluntary, public and active initiative by companies in the chemical sector whose objective is to ensure that affiliated companies achieve continuous improvements in health and environmental safety and protection, in accordance with the principles of Sustainable Development.

'Responsible Care' is a global program that is implemented in 52 countries and is managed as follows:

In Germany by the German Verband der Chemischen Industrie (VCI, Association of the Chemical Industry)

In Mexico by the National Association of chemical industry (ANIQ)

In Spain by the Business Federation of the Spanish Chemical Industry (FEIQUE)

Kao Corporation, and by extension KCE, has a health and safety policy based on the principles of 'Responsible Care' and, therefore, includes clear commitments in these areas.

4.1. RISK, POLICY AND REGULATORY PREVENTION MANAGEMENT

Safety is an imperative for KCE, so all workplaces plan and establish the relevant preventive actions for risk elimination.

Each of KCE's companies has an occupational safety management system. In the case of KCG and KCSA, these systems have been certified according to the ISO 45001 standard since this year. For its part, QK has a certified security management system according to the Comprehensive Responsibility scheme, and KCHI is carrying out actions for a future certification based on ISO 45001, initially scheduled for 2021.

4.2. RISK PREVENTION TRAINING

Each of the KCE companies annually develops and implements risk prevention training programs for their teams. These programs take into account the legally required training, as well as that based on the risks of each of the companies, and are aimed at achieving health and safety objectives.

4.3. PANDEMIC SAFETY MANAGEMENT

Since the activity carried out by the company is essential for society, all the work centres have maintained production during the pandemic, which has required strict security management and rapid implementation of multiple actions to prevent exposure in the workplace.

In cases where it has been possible, given the type of the job, telework has been arranged, as mentioned in the chapter on work organization.

The main actions in the face of exposure to Covid-19 have consisted of these measures:



Personal protection:

KJ provided masks for all employees since the beginning of the pandemic, when there was a shortage on the market. Currently each company supplies itself autonomously.



Cleaning and disinfection:

also from the initial moment of the pandemic, hydroalcoholic solutions have been made available to all workers. In parallel, cleaning protocols have been strengthened and common elements disinfection procedures have been established.



Training and information:

dissemination sessions have been held, notices containing summaries and compendia of the available prevention measures have been distributed, and workplaces have been appropriately marked.



Limitation of exposure through collective or organizational protection systems:

multiple protection screens have been installed in offices, control rooms and dining rooms, mainly. Likewise, spaces have been segregated and flexibility and work-from-home measures have been applied to reduce occupancy.



Sensitive personnel:

the medical services have identified the personnel most sensitive to Covid to provide them with additional measures.



Management and case management:

supported by the health areas of the corresponding prevention services, each company has carried out personalized monitoring of the evolution of the people who have contracted the disease, as well as the close contacts of affected people.



Other measures:

temperature controls have also been implemented and the ventilation conditions have been modified, increasing it and minimizing recirculation, extreme maintenance and filter replacement, etc.

4.4. HEALTH PROMOTION

Diseases associated with eating and lifestyle habits, as well as the greater difficulties experienced by the public health systems of the countries compared to previous years are challenges that can influence people's health.

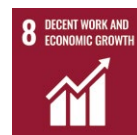
For this reason, both Kao Corporation and KCE in particular are committed to health by actively implementing health support programs.

In 2020, health promotion has focused on

the prevention of exposure to Covid, for which training sessions have been organized on prevention measures, ideas for exercises to do at home and good work habits, and have been spread healthy eating habits in times of confinement.



Contribution to the SDGs



4.5. ADDITIONAL INITIATIVES

In addition to the objectives set by the parent company and those of each company, the different subsidiaries of KCE carry out their own actions, taking into account the idiosyncrasies and current environment of each company.

Some of them are listed below:

Contribution to the SDGs

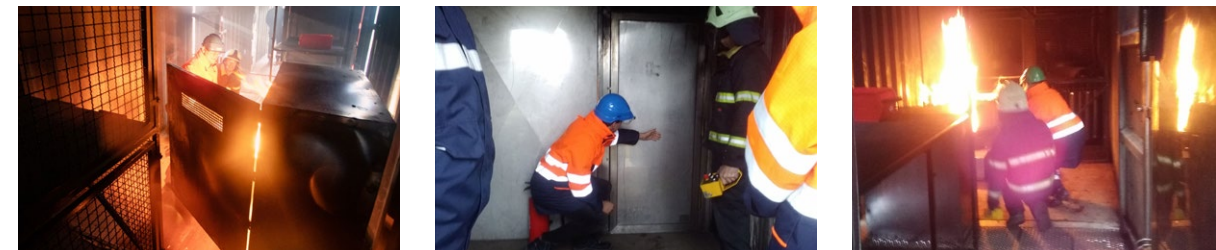


KCG

Migration of OHSAS 18001 certification to ISO 45001: This project has involved the realization of numerous actions, such as:

- The establishment of a team to integrate the requirements of the standard into the company's Integrated Management System (IMS).
- Redesign of major processes and thread consolidation.
- Development and description of new processes, flowcharts, information on risks and opportunities, key figures, etc.

Training in the prevention of serious accidents: specific training has been carried out aimed at the extinction of electrical and office fires.



QK

Construction of a new control room: in 2020 a new room has been put into operation from which control of most of the establishment's processes is centralized. This enables better process monitoring and control, faster decision-making, and effective communication between team bosses and operators.



KCHI

Improvements in the determination of risks associated with chemicals: the qualitative study of exposure to contaminants has been carried out at the SB & Inkjet plant through the application of the renowned COHSH Essentials methodology.

Creation of a responsible care management committee to promote activities derived from this program.

KCSA

ISO 45001 certification: as in the case of KCG, the migration to this new certification has involved multiple actions.

Improvement of safety in tanker truck loading and unloading stations: the implementation of a project to improve 21 loading and unloading stations has been designed and started, which entails, among others, the lengthening of the existing lifelines, the improvement of the position of workers and the installation of automatic rescue systems.



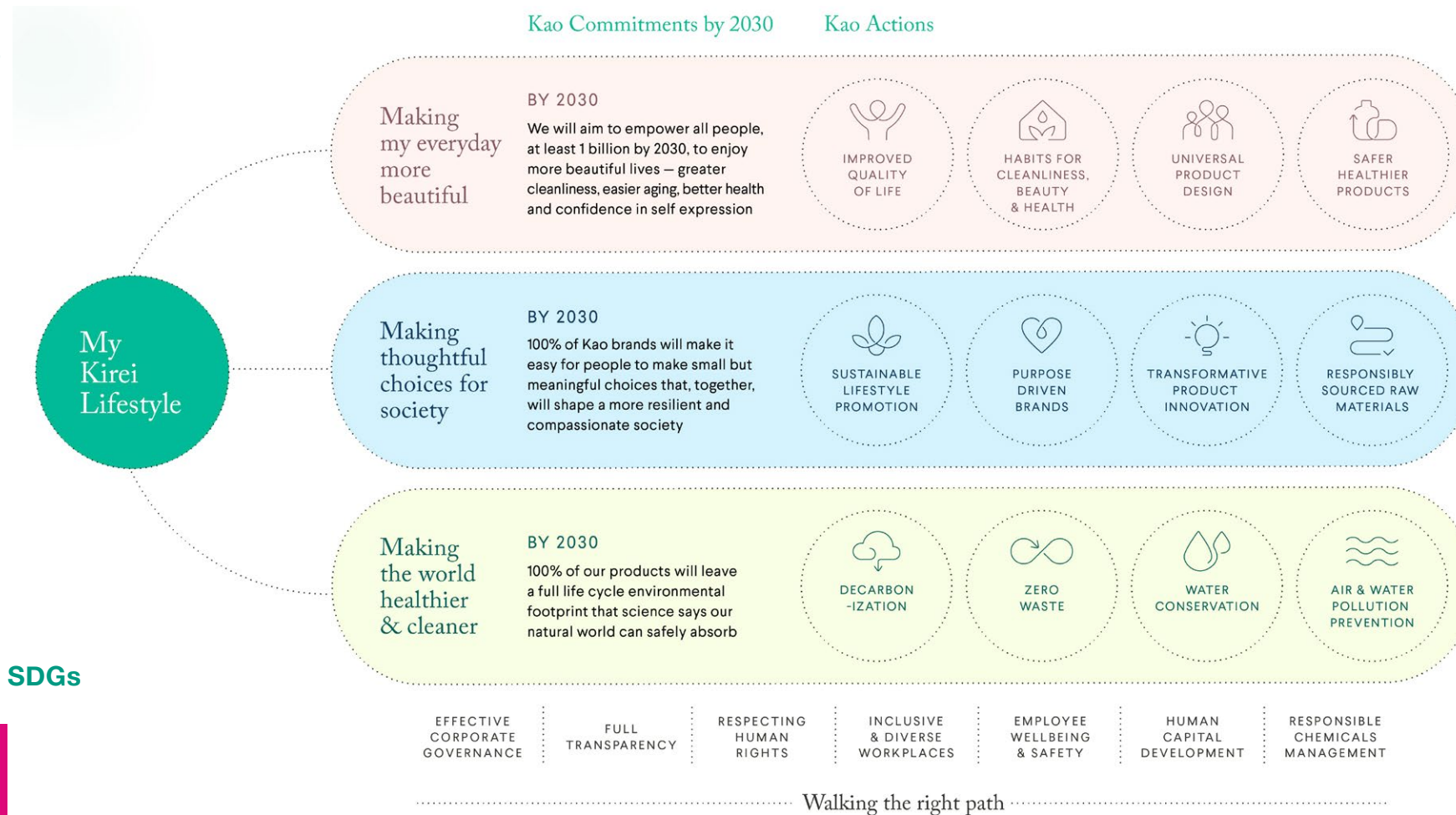
4.6. HUMAN RIGHTS

Kao Group corporate philosophy is defined in ‘The Kao Way’, which is shared by all the group’s companies and all the workforce worldwide.

‘The Kao Way’ is developed in the Kao Business Conduct Guidelines (BCG) adopted by all companies in the group. This guide clearly stipulates the need to respect human rights and ensure that all companies in the group systematically and permanently guarantee the rights of children (protection, education, health care and decent nutrition) and work in decent conditions, as well as reject organized crime of people in all its forms.

During 2019 and 2020 Kao Corporation has developed the vision and its **Environmental, Social and Governance (ESG) strategy**. This strategy of the parent company is made up of a series of actions that will be carried out over the next few years to achieve the commitments adopted, and which are detailed in the aspects collected in the image, which include as fundamental pillars of the corporate strategy: respect for human rights, the promotion of inclusion and diversity, the well-being and safety of all people and the development of human capital.

Kao's ESG Commitments and Actions



5.



CORPORATE GOVERNANCE



5. CORPORATE GOVERNANCE

Kao's ESG vision is based on the concept that the company's activities must be designed with the aim of contributing to the well-being of all people, trying to achieve sustainable growth and social development, all without renouncing protection of the planet.

Regarding Governance, given its growing importance, KCE dedicates all its efforts to improve the effectiveness of corporate governance, in line with its values and corporate philosophy, by analysing the corporate governance system whenever necessary, conducting business in a fair and honest manner, as well as acting in accordance with laws and ethics and responding to society's expectations.

Specifically, the actions related to good governance are effective corporate governance and full transparency. These actions are two essential pillars of the motto Walking the right path.

Contribution to the SDGs

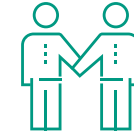


FIGHTING CORRUPTION

KCE is committed to fighting corruption in all its forms, including extortion and bribery, and to developing specific policies in this area. In the area of anti-corruption and bribery and conflict of interest, in accordance with Kao's anti-corruption guidance, KCE will maintain a firm stance against bribery by not offering or receiving any of its forms in connection with business operations. The company understands bribery as payments in cash, gifts, entertainment or other benefits with the intention of promoting favourable business treatment.

All those who make up Kao Group are expected to act in the best interest of the company and, with this premise, will avoid any activity that harms or may reasonably harm their ability to objectively perform their duties and responsibilities.

In this sense, the team is obliged to obtain approvals, make notifications and present reports in cases where there is a real, apparent or potential conflict of interest.



INTEGRITY LINE

To ensure that all employees can report and consult on issues related to compliance with regulations when necessary, internal and external ethical channels have been established in each group company. It is the responsibility of executives and managers to assume leadership in compliance with the BCG, being an example for the entire workforce, as well as communicating the business conduct guidelines to all staff.

The main objective of the ethical channel is to enable the staff to have a communication instrument to report through an anonymous call those behaviours that go against compliance with the company's code of ethics.

6.

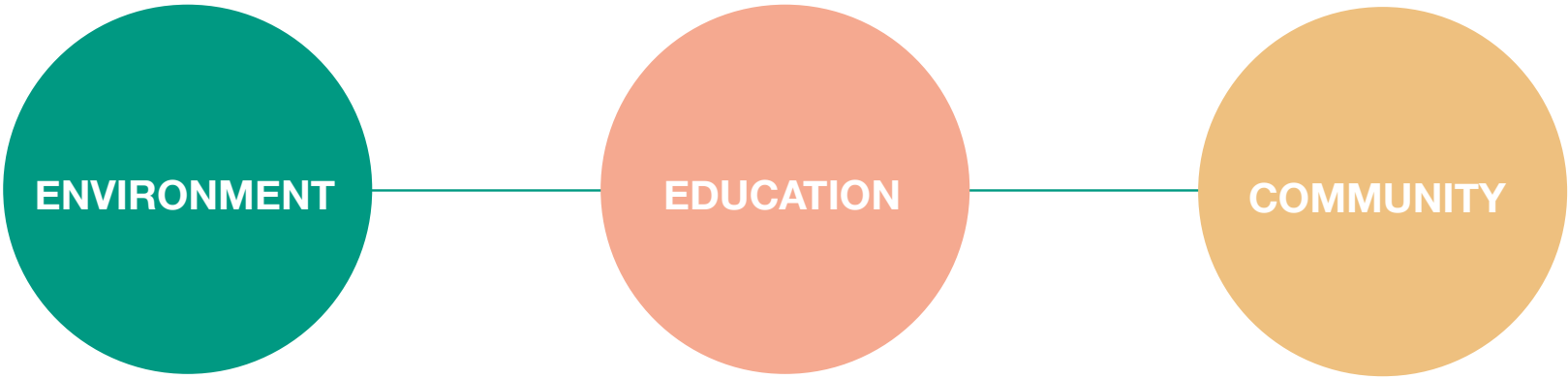


**CORPORATE
CITIZENSHIP
ACTIVITIES**



6. CORPORATE CITIZENSHIP ACTIVITIES

One of the principles included in Kao Corporation's code of conduct is a commitment to contribute to the enrichment of society through activities that constitute a social contribution.



MAKING THOUGHTFUL CHOICES FOR SOCIETY

Precisely, KCE's adoption of ESG's strategy and global vision determines Corporate Social Responsibility actions with the aim of contributing to the sustainable development and development of society. In this sense, the basic areas of action result in the promotion of nature conservation and biodiversity activities, support for education and collaboration with local organizations and non-profit organizations.

6.1. ENVIRONMENTAL ACTIONS

The German subsidiary KCG carried out the usual cleaning of the banks of the Rhine River during 2020.

With regard to KCSA, environmental activities have focused on promoting biodiversity through the planting of autochthonous species - aromatic and climbing - in the workplace, as well as in the installation of nest boxes to promote the reproduction of various species and of an insect hotel at the plant located in Barberà del Vallès.



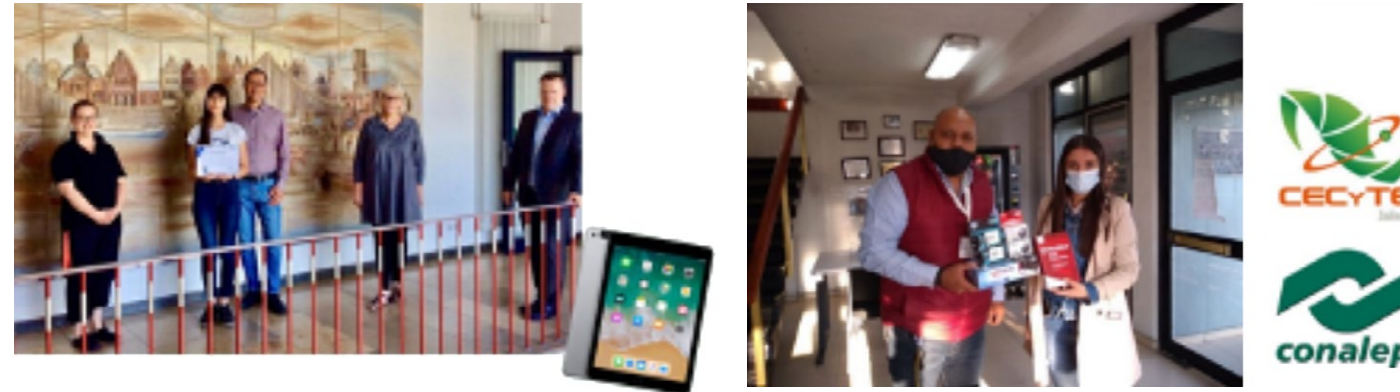
KCSA has contributed to the reforestation of the green area that surrounds the town of Mollet del Vallès, participating in the traditional "Festa de l'arbre".



6.2. ACADEMIC COLLABORATIONS

Collaboration agreements have been established in all KCE companies with study centres, such as institutes or universities, for internships in workplaces.

In this context, KCG contributes to local schools through economic donations and, in Mexico, QK provides scholarships to students of the National College of Technical Professional Education (CONALEP) and technological articles to the College of Scientific and Technological Studies of the State of Jalisco (CECYTEJ), which provide medium and higher technological education.



KCSA, for its part, has granted students of intermediate and high degrees of chemistry throughs that facilitate the continuity of their studies.

In 2020, the number of scholarships awarded to students in Barberà was doubled.



6.3. DIRECT IMPACT ON THE COMMUNITY AND GROUPS OF PEOPLE AT RISK OF EXCLUSION

With regard to this area, KCE organizes annual campaigns that take the form of various activities.

As for KCG, the company assiduously collaborates with various local institutions through donations, and in 2020 it organized several occupational workshops for people with physical and mental disabilities. The sponsorship actions have been aimed at the Municipal Fire Brigade and various cultural associations.

QK collaborates through a monetary and product donation with the Albergue del Padre Pío and the Comedor 12 apóstoles, as well as with the Fundación Hospitales Civiles de Guadalajara. In 2020 the company has focused the aid campaign on the collection of food, cleaning supplies and medicines. Likewise, on an annual basis, QK sponsors a 5 and 10 kilometre race, which in 2020 has become the promotion of physical activity from home.



In Spain, KCHI and KCSA participate in a food collection in collaboration with local institutions, the Food Bank and red cross, as well as in the collection of toys for the Red Cross campaign in Mollet and Olesa and the Social Services of Barbera del Valles.

The impact of COVID on the most vulnerable groups has resulted in KCSA carrying out two annual campaigns instead of one, gaining a large share from the entire workforce.



In addition, KCHI has donated ink for the packaging cluster campaign, to prepare boxes in which food has been distributed to confined people who had tested positive in COVID during April 2020 and were confined at home.

6.4. EXTRAORDINARY DONATIONS FROM THE PANDEMIC SITUATION

In a context like that experienced during 2020, where in the initial months all countries were in a state of collapse and uncertainty, the priority of all companies in the group has been to provide a quick solution to the problem of the lack of supply of hygiene and personal protection products.

Contribution to the SDGs



Kao Chemicals GmbH: donations to hospitals in Emmerich and Rees



Kao Chimigraf: a monetary contribution to Ruby City Council for the purchase of sanitary equipment



Quimikao: donation of material to schools, Cruz Verde El Salto, Medical services and Civil Protection.



Donación de gel hidroalcohólico, mascarillas y otros artículos de protección individual.

Kao Corporation, S.A.: donation of material to municipal services



Material de vendajes, guantes, dispositivos de reanimación y electrocardiógrafo.

7. GLOSSARY

The following abbreviations and acronyms are used in this Report:

BCG: Business Conduct Guideline

CH₄: Methane

CO: Carbon monoxide

CO₂: Carbon dioxide

CO₂e: Carbon dioxide equivalent

VOCs: Volatile Organic Compounds

COD: Chemical Oxygen Demand

ECHA: European Chemicals Agency

ESG: Environmental, Social and Governance

GHG: Greenhouse Gases

HFCs: HydroFluoroCarbons

KCE: Kao Chemicals Europe

KCSA: Kao Corporation, S.A.

KCG: Kao Chemicals GmbH

KCHI: Kao Chimigraf

N: Nitrogen

NOX: Nitrogen oxides

P: Phosphorus

PM: Particulate matter

QK: QuimiKao

REACH: Registration, evaluation, authorization and restriction of chemicals

CSR: Corporate Social Responsibility

RSPO: Roundtable on Sustainable Palm Oil

SO₂: Sulfur dioxide

TOC: Total Organic Carbon

SUSTAINABILITY REPORT

2020



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