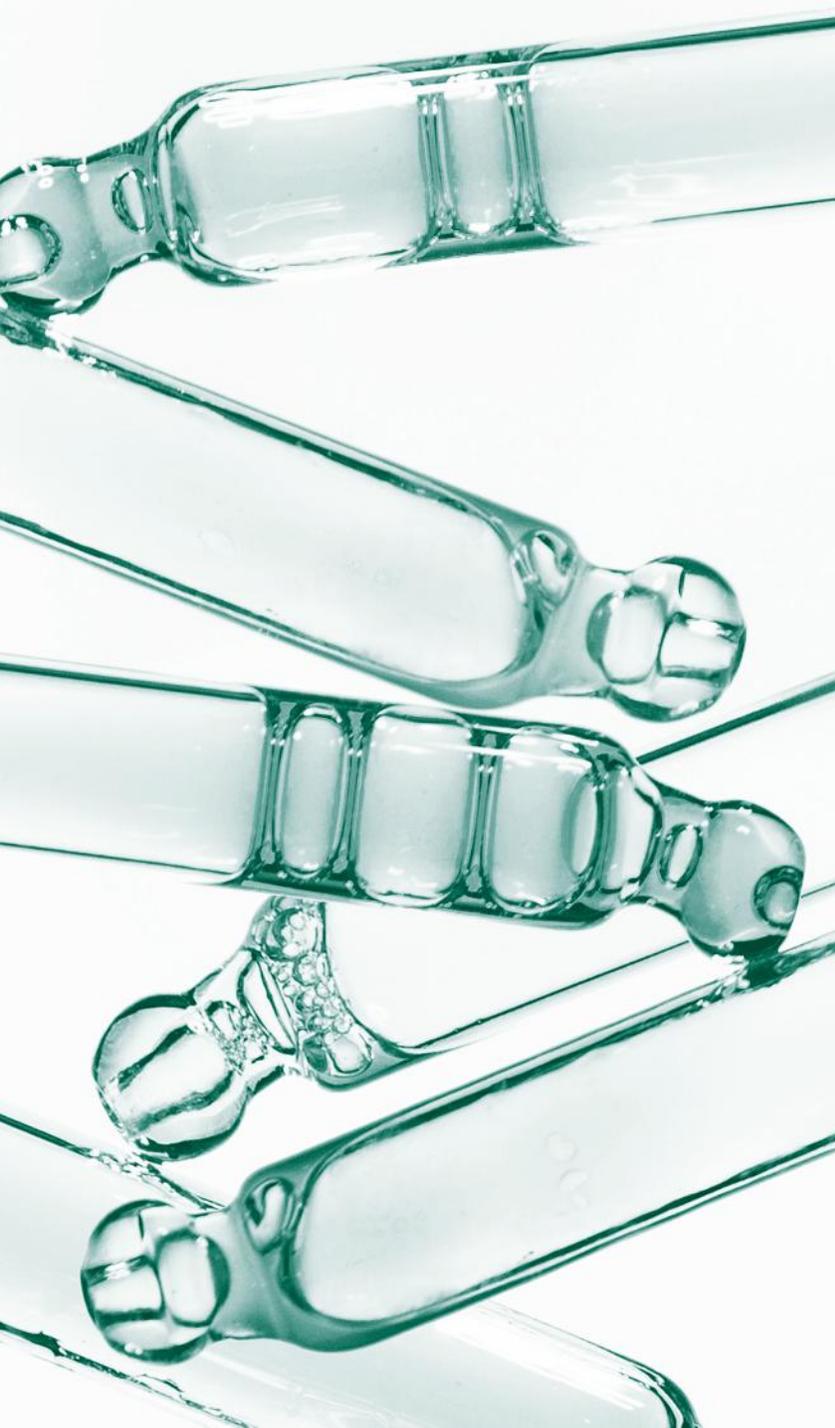


**BRINGING
NEW
VALUE TO
CHEMICALS**



AGENDA

KAO CORPORATION

- Kao's origin
- Kao's mission
- Kao Way
- Essential research
- Global expansion
- Kao group by the numbers
- Overview of Kao Business
- Sustainable society
- Kirei Lifestyle

KAO CHEMICALS EUROPE

- Headquarters
- History of Kao Chemicals Europe
- Kao Chemicals Europe by the numbers
- Business Units
- Production sites
- Strengths
- The Executive board

**KAO
CORPORATION**

“

*One should know that
great success in life is
not possible without
good fortune.
Good fortune is given to
only those who work
diligently and behave
with integrity.*

“

Tomiro Nagase (1862-1910) Kao's founder



KAO'S MISSION

Our mission is "to create a world where all life can coexist and flourish."

To this end, for us here at Kao, we consider sustainability as the only path forward. We as a company dedicated to protecting future lives aim to make a positive contribution to everyday life, to society, and to the planet.





KAO'S ORIGIN

Ever since the company was founded in 1887, we have sought to contribute to the lives of consumers and customers, and to meet consumers' and customers' needs with integrity. Through Yoki Monozukuri, we have continued to provide society with useful products.

In the future, we will continue to take account of changing times and changing lifestyles, while always maintaining a close relationship with our customers, and, through Yoki-Monozukuri that comes from the heart, implementing measures aimed at helping to keep both people and the planet clean and beautiful.

1890 The Kao founder Tomiro Nagase launched Kao Sekken, an affordable Japanese-made soap with the quality to compete with imported products.

EMBRACING THE KAO WAY

All Kao Group employees share the Kao Way





ESSENTIAL RESEARCH

Kao invests approx. 4% of its net sales in R&D.

In order to realise Kao's Yoki-Monozukuri* vision, we are constantly making effort to develop innovative products and achieve ongoing improvement, through Essential Research.

* We define Yoki-Monozukuri as a "strong commitment by all members of the Kao Group to provide products and brands of excellent value for customer satisfaction"

GLOBAL EXPANSION

We provide thoughtfully crafted products and services in around 100 countries and regions worldwide.

Principal Locations and Business Development.

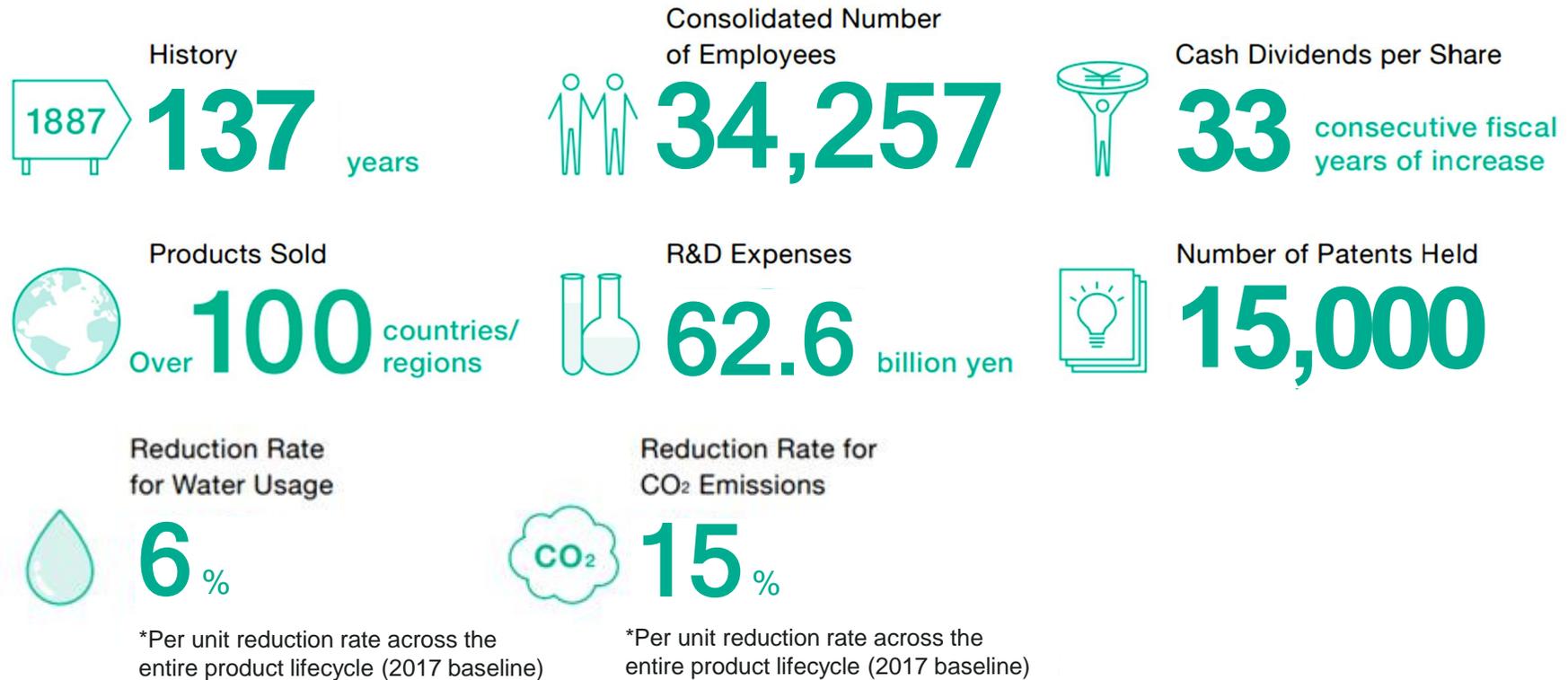


PRINCIPAL LOCATIONS AND BUSINESS DEVELOPMENT

EUROPE / AFRICA	ASIA & OCEANIA
■ Finland	■ Japan
■ Sweden	■ Korea
■ Denmark	■ China
■ Norway	■ Vietnam
■ Russia	■ The Philippines
■ Germany	■ Thailand
■ The Netherlands	■ Malaysia
■ United Kingdom	■ Singapore
■ Czech Republic	■ Indonesia
■ France	■ Australia
■ Austria	■ New Zealand
■ Switzerland	
■ Italy	
■ Spain	
■ South Africa	
AMERICAS	
■ Canada	
■ United States	
■ Mexico	
■ Brazil	

■ Chemical business
■ Consumer products business

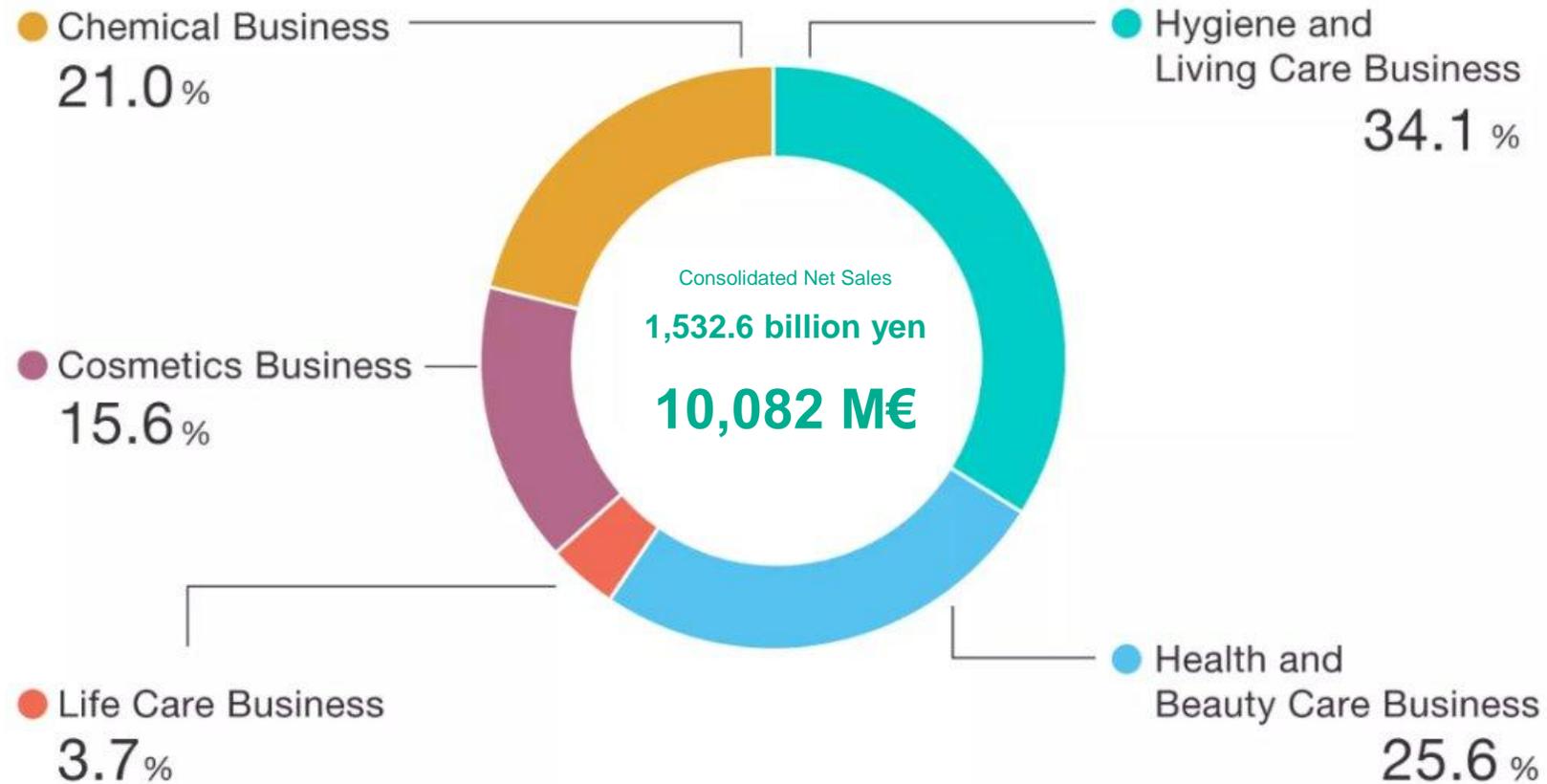
KAO GROUP BY THE NUMBERS



OVERVIEW OF KAO'S BUSINESS

SALES COMPOSITIONS BY SEGMENT

Consolidated Net Sales (FY2023)

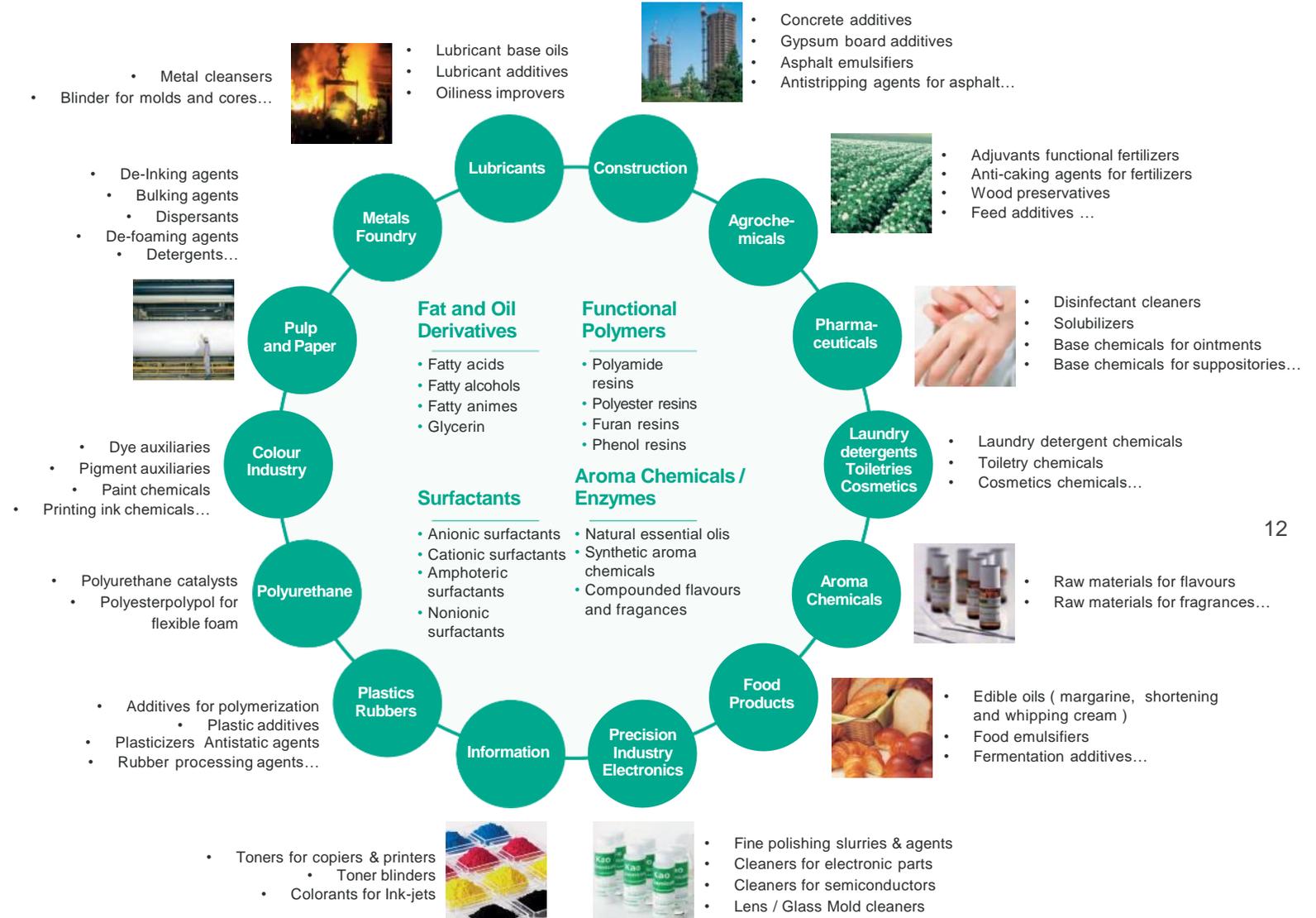


* Share of net sales is calculated based on sales to customers.
Average Exchange rate 152 JPY/€

KAO'S CHEMICAL PRODUCTS OF A WIDE RANGE OF INDUSTRIES

A strong record of achievement

With their various unique features, Kao's Chemical products have a strong record of achievement, and are broadly applied to diverse uses and in a variety of industries worldwide.



COMMITMENT TO SOCIETY AND RECOGNITION FOR OUR ACHIEVEMENTS

Kao promotes efforts to address issues of the environment, society, and governance in order to contribute to the formation of a sustainable society.

Kao believes that addressing ESG-related issues will contribute to the creation of a sustainable society.

COMMITMENT TO SOCIETY

WE SUPPORT



EVALUATION BY SOCIETY



SCIENCE
BASED
TARGETS



FTSE4Good



CLIMATE FORESTS WATER



ecovadis*



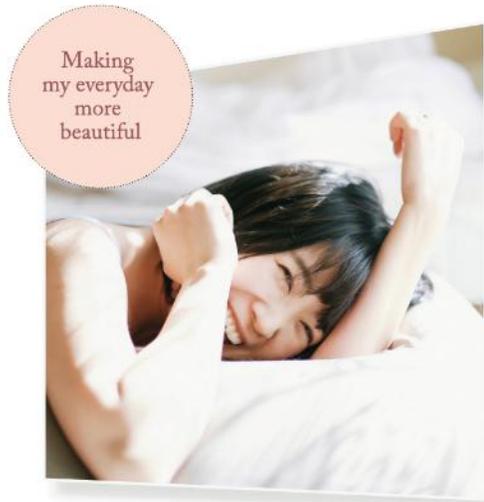
RESPONSIBLE CARE
El Compromiso de la Industria Química con el Desarrollo Sostenible



KIREI LIFE STYLE PLAN

Enriching the lives of consumers around the world

Kao believes that the Kirei Lifestyle, our ESG strategy, is the most important factor of all in helping customers achieve sustainable and fulfilling lifestyles. The Kirei Lifestyle Plan is a framework for stepping up innovation in every aspect of our business so that we can generate even more value for people, and make further contributions to society.



Making my everyday more beautiful

We will aim to empower all people, at least 1 billion by 2030, to enjoy more beautiful lives — greater, easier aging, better health and cleanliness confidence in self expression



Making thoughtful choices for society

100% of Kao brands will make it easy for people to make small but meaningful choices that, together, will shape a more resilient and compassionate society



Making the world healthier & cleaner

100% of our products will leave a full life cycle environmental footprint that science says our natural world can safely absorb

A background image of various laboratory glassware, including a large Erlenmeyer flask in the foreground with a '500ml' marking, and several test tubes and beakers in the background, all rendered in a light teal color.

KAO CHEMICALS EUROPE



HEADQUARTERS

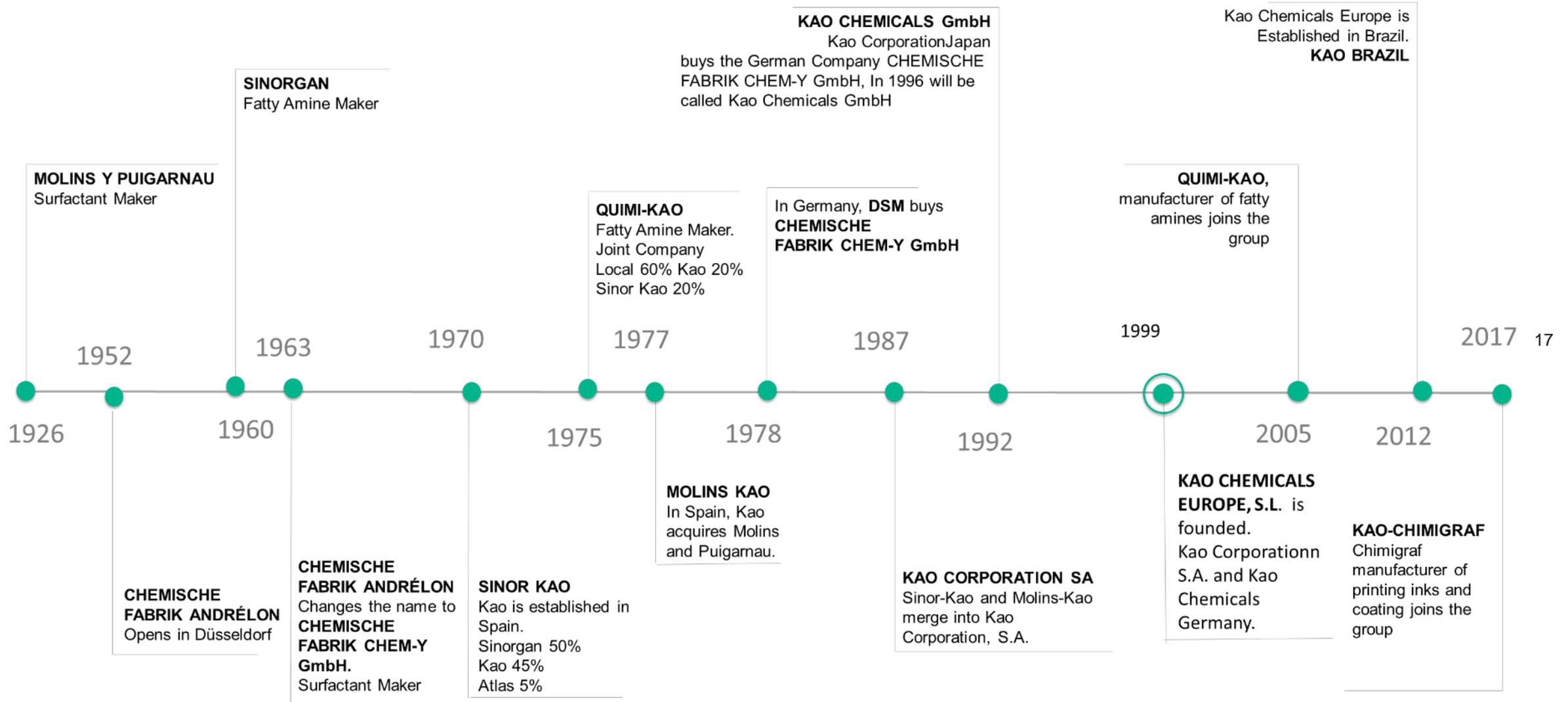
Kao Chemicals Europe, S.L.
Puig dels Tudons, 10 Pol. Ind. Santiga - 08210
Barberà del Vallès BARCELONA

16

Kao Chemicals Europe is a subsidiary of Kao international group. We are a leading manufacturer in the fields of hygiene, beauty and health, while our chemical business contributes to the development of diverse industries. The Chemical Business offers an array of products including oleo chemicals and derivatives, surfactants, high-performance polymers, and fragrances.

Kao Chemicals Europe is committed to taking a responsible approach to the environment and to health and safety throughout the lifecycle of its products.

HISTORY OF KAO CHEMICALS EUROPE

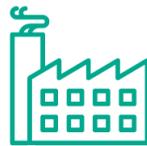


KAO CHEMICALS EUROPE GLOBAL EXPANSION

PRINCIPAL LOCATIONS AND BUSINESS DEVELOPMENT



KAO CHEMICALS EUROPE IN FIGURES



Production Sites

6

Germany
Mexico
Spain (4 sites)



Sales Offices

4

Brazil
Germany
Mexico
Spain



Employees

1,109

Brazil
Germany
Mexico
Spain



Business Units

6

- Surfactants for consumers applications
- Fragrance & Aroma Chemicals
- Surfactants for technical applications
- Oleochemicals
- Imaging Materials
- Inks

BUSINESS UNITS



Surfactants for Consumers Applications

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



Fragrances & Aroma Chemicals

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



Surfactants for Technical Applications

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



Oleochemicals

- Fatty alcohols
- Fatty amines



Imaging Materials

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



Inks

- **Flexography & Rotogravure:**
 - Water & Solvent-based
 - Primers
 - Concentrated color bases
 - Solid dispersions (chips)
 - Varnishes and additives
- **Inkjet**
 - UV / LED
 - Eco-solvent / Solvent
 - Oil-based
 - Water-based
 - Bio based
 - Low Migration

PRODUCTION SITES



Barberà del Vallès (Spain)

- Electrophotography materials.



Olesa de Montserrat (Spain)

- Anionics
- Amphoterics
- Non-ionics
- Blends
- Esterquats
- MDJ - Ambroxan
- Fragrances



Mollet del Vallès (Spain)

- Cationics
- Esterquats
- Lactones
- Aldehydes
- Inkjet



Rubí (Spain)

- Flexographic printing
- Rotogravure printing



Emmerich (Germany)

- Tertiary Amines
- Ethercarboxylates
- Anionics
- Superplasticizers
- Non-ionics



Guadalajara (Mexico)

- Cationics
- Esterquats
- Amines
- Fragrances

KAO CHEMICALS EUROPE STRENGTHS



THE EXECUTIVE BOARD



H. Hoshikawa
President & CEO



F. Fossas
VP
Sales & Marketing



E. Granada
VP
Strategy & Development



N. Kamiyoshi
VP
Research & Development



T. Hanaue
VP
Engineering & Maintenance



T. Yamamoto
VP
Accounting & Finance

KaO

Kirei—Making Life Beautiful