



Notice Regarding Appointment of Director, Chair and Changes of President and Chief Executive Officer and Representative Director

September 29, 2020

Kao Corporation (the “Company”— *Ticker Code:4452*) announces that its Board of Directors resolved the appointment of Director, Chair, and changes of President and Chief Executive Officer (“President and CEO”) and Representative Director as of January 1, 2021 as described below, at the meeting of the Board of Directors held on the date hereof.

1. Reason for appointment and change

To further drive growth and increase corporate value under new leadership amidst drastic changes in the business environment.

2. Details of appointment and change as of January 1, 2021

Name	New Title	Current Title
Michitaka Sawada	Director, Chair	Representative Director, President and CEO
Yoshihiro Hasebe	Representative Director, President and CEO	Representative Director, Senior Managing Executive Officer

Above mentioned resolution of the Board of Directors was approved after the examination conducted by the Company’s Committee for the Examination of the Nominees for Directors and Audit & Supervisory Board Members, which consists exclusively of all Outside Directors and all Outside Audit & Supervisory Board Members.

Other executive appointment(s) after January 1, 2021 will be announced once the decision is made by the Company’s Board of Directors.

Media inquiries should be directed to:

Corporate Communications Department

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Personal Background and Career Summary

New Title: Director, Chair
Name: Michitaka Sawada
Date of Birth: December 20, 1955
Place of Birth: Osaka Prefecture, Japan
Number of the Company Shares Owned: 35,400 shares

Final Education Background:

March 1981 Master of Engineering, specialized in Applied Chemistry, Osaka University

Career Summary:

April 1981 Joined Kao Corporation
March 1999 Director, Materials Development Research Laboratories
July 2003 Vice President, Sanitary Products Research Laboratories
June 2006 Executive Officer; and Vice President, Research and Development
April 2007 Vice President, Human Health Care Research Laboratories
June 2008 Member of the Board, Executive Officer
June 2012 Representative Director, President and CEO (current)

External Positions (current)

May 2014 Director, Japan Chemical Industry Association
July 2014 Deputy President, Japan Cosmetic Industry Association
May 2016 Vice Chairman, Japan Soap and Detergent Association
June 2016 Chair, Committee on Consumer Goods and Services, Japan Business Federation (*Keidanren*)
January 2019 Chairman, Japan Clean Ocean Material Alliance (CLOMA)
June 2020 Executive Director, Japan Hygiene Products Industry Association
June 2020 Outside Director, Panasonic Corporation

Personal Background and Career Summary

New Title: Representative Director, President and CEO

Name: Yoshihiro Hasebe

Date of Birth: July 30, 1960

Place of Birth: Miyagi Prefecture, Japan

Number of the Company Shares Owned: 11,600 shares

Final Education Background:

March 1990 Ph.D., Tokyo University of Science, Department of Industrial Chemistry,
Faculty of Engineering

Career Summary:

April 1990 Joined Kao Corporation
July 2003 Director, Performance Chemicals Research Laboratories
March 2008 Director, Household Products Research Laboratories
March 2011 Vice President, Hair Beauty Research Laboratories
January 2014 Vice President, Research and Development - Core Technology; and Vice
President, Eco-Innovation Research Laboratories
March 2014 Executive Officer; and Vice President, Research and Development
March 2015 Senior Vice President, Research and Development (current)
January 2016 Managing Executive Officer
March 2016 Member of the Board, Managing Executive Officer
January 2018 Member of the Board, Senior Managing Executive Officer; and Responsible for
Corporate Functions
April 2018 Senior Vice President, Strategic Innovative Technology (current)
January 2019 Responsible for Compliance (current)
March 2019 Representative Director, Senior Managing Executive Officer (current)