

Kao Corporation

Notice Regarding Changes of Audit & Supervisory Board Members and Executive Officers

February 4, 2015

Kao Corporation (the “Company”– *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Audit & Supervisory Board Members and Executive Officers as described below, at the meeting of the Board of Directors held on the date hereof.

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, 2015, and the meeting of the Board of Directors or Audit & Supervisory Board meeting to follow immediately thereafter.

1. Audit & Supervisory Board Member to be newly nominated

Name	Current Position(s) as of February 4, 2015
Toshiharu Numata	Senior Managing Executive Officer; President, Consumer Products and Chemical Business, China; Chairman of the Board and Chief Executive Officer, Kao (China) Holding Co., Ltd.; Chairman of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.

2. Audit & Supervisory Board Member to retire

Name	Current Position(s) as of February 4, 2015
Takayuki Ishige	Full-time Audit & Supervisory Board Member

3. Current Executive Officers to be promoted

New Position(s)	Name	Current Position(s) as of February 4, 2015
Senior Managing Executive Officer	Katsuhiko Yoshida	Managing Executive Officer; President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.
Managing Executive Officer	Yasushi Aoki	Executive Officer; Senior Vice President, Human Capital Development, Global; Representative Director, Chairman of the Board, Kanebo Cosmetics Inc.; Managing Executive Officer, Senior Vice President, Human Resources and Administration, Kanebo Cosmetics Inc.; President, Kao Group Corporate Pension

		Fund; President, Kao Health Insurance
Managing Executive Officer	Hideko Aoki	Executive Officer; Senior Vice President, Product Quality Management, Global

4. Executive Officers to be newly nominated

Name	Current Position(s) as of February 4, 2015
Masayuki Abe	Vice President, Information Systems, Global
Naoki Komoda	President, Fabric & Home Care Business Unit, Global
Hitoshi Hosokawa	Vice President, Development Research – Skin Care/ Hair Care/ Cosmetics, Global
Hiroyuki Yamashita	Vice President, Human Health Care Supply Chain Management, Global; Vice President, Plant Management, Tochigi Plant
Minoru Nakanishi	President, Human Health Care Business Unit - Sanitary Business Group, Global
Akemi Ishiwata	Vice President, Corporate Communications - Planning, Global; Vice President, Corporate Culture & Literature, Global
Satoru Tanaka	President, Human Health Care Business Unit, Global

5. Executive Officers to retire

Name	Current Position(s) as of February 4, 2015
Toshiharu Numata	Senior Managing Executive Officer; President, Consumer Products and Chemical Business, China; Chairman of the Board and Chief Executive Officer, Kao (China) Holding Co., Ltd.; Chairman of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.
Yoshinori Takema	Managing Executive Officer; Senior Vice President, Research and Development, Global; Responsible for TCR Promotion
Shinichiro Hiramine	Executive Officer; Senior Vice President, Corporate Communications, Global
Shigeru Koshiba	Executive Officer; Senior Vice President, Corporate Strategy, Global
Takuji Yasukawa	Executive Officer; President, Human Health Care Business Unit - Food and Beverage Business Group, Global
Naohisa Kure	Executive Officer; Vice President, Strategy Research, Global
Minoru Utsumi	Executive Officer; Vice President, Production and Engineering - Beauty Care Supply Chain

	Management, Global; Vice President, Supply Chain Management Strategy and Planning, Global; Vice President, Plant Management, Tokyo Plant
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6. Corporate Executive Fellows (New Position)

Corporate Executive Fellows who are treated as the same as the Company's Executive Officers will engage in activities to deepen the cooperation with outside parties by utilizing their expertise and outside network.

Name	New Position(s)
Yoshinori Takema	Corporate Executive Fellow *1
Takuji Yasukawa	Corporate Executive Fellow *2
Minoru Utsumi	Corporate Executive Fellow *2

Note:

*1: Individual treated as the same as the Company's Managing Executive Officer

*2: Individual treated as the same as the Company's Executive Officer

Media inquiries should be directed to:

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Members of the Board of Directors, Audit & Supervisory Board Members, Executive Officers and Corporate Executive Fellows

In accordance with those changes described above, members of the Board of Directors, Audit & Supervisory Board Members, Executive Officers and Corporate Executive Fellows of the Company will be as follows, after the relevant resolutions at the Annual General Meeting of Shareholders, the meeting of the Board of Directors or Audit & Supervisory Board meeting to be held on March 25, 2015.

Members of the Board of Directors

Title as of March 25, 2015	Name
Representative Director	Michitaka Sawada *1
Representative Director	Katsuhiko Yoshida *1
Representative Director	Toshiaki Takeuchi *1
Outside Director	Sonosuke Kadonaga *2
Outside Director	Toru Nagashima
Outside Director	Masayuki Oku

Note:

*1: Messrs. Michitaka Sawada, Katsuhiko Yoshida and Toshiaki Takeuchi will hold Executive Officers positions concurrently. See next page .

*2: Mr. Sonosuke Kadonaga, an Independent Outside Director, is expected to be the chairman of the Board continuously.

Audit & Supervisory Board Members

Title as of March 25, 2015	Name
Full-time Audit & Supervisory Board Member	Shoji Kobayashi
Full-time Audit & Supervisory Board Member	Toshiharu Numata
Outside Audit & Supervisory Board Member	Teruo Suzuki
Outside Audit & Supervisory Board Member	Norio Igarashi
Outside Audit & Supervisory Board Member	Yumiko Waseda

Executive Officers

Title as of March 25, 2015	Name
President and CEO	Michitaka Sawada
Senior Managing Executive Officer	Katsuhiko Yoshida
Managing Executive Officer	Toshiaki Takeuchi
Managing Executive Officer	Masumi Natsusaka
Managing Executive Officer	Motohiro Morimura
Managing Executive Officer	Yasushi Aoki
Managing Executive Officer	Hideko Aoki
Executive Officer	Yoshimichi Saita
Executive Officer	Kenji Miyawaki
Executive Officer	Kazuyoshi Aoki
Executive Officer	Tadaaki Sugiyama
Executive Officer	Masakazu Negoro
Executive Officer	Kozo Saito
Executive Officer	Hideki Tanaka
Executive Officer	Takehiko Shinto
Executive Officer	Jun Shida
Executive Officer	Yasushi Wada
Executive Officer	Tomoharu Matsuda
Executive Officer	Yoshihiro Hasebe
Executive Officer	Masayuki Abe
Executive Officer	Naoki Komoda
Executive Officer	Hitoshi Hosokawa
Executive Officer	Hiroyuki Yamashita
Executive Officer	Minoru Nakanishi
Executive Officer	Akemi Ishiwata
Executive Officer	Satoru Tanaka

Corporate Executive Fellows

Title as of March 25, 2015	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *2	Takuji Yasukawa
Corporate Executive Fellow *2	Minoru Utsumi

Note:

*1: Individual treated as the same as the Company's Managing Executive Officer

*2: Individual treated as the same as the Company's Executive Officer