

Kao Corporation

Notice Regarding Changes of Executive Officers and Corporate Executive Fellows

December 1, 2015

Kao Corporation (the “Company”– *Ticker Code:4452*) announces that its Board of Directors resolved to make changes of Executive Officers and Corporate Executive Fellows as of January 1, 2016 as described below.

The term of office for Executive Officers is one year from the Company’s Annual General Meeting of Shareholders (the “AGM”) to the following year’s AGM, but from 2016, it will be changed to one year from January 1 to December 31 in accordance with the Company’s business year.

Furthermore, the election of Members of the Board and Audit & Supervisory Board Members is an agenda item of the AGM under law, so if there are changes to Members of the Board and Audit & Supervisory Board Members to be proposed at the AGM to be held in late March, 2016, the Company will make such an announcement when its Board of Directors resolves to make changes of Members of the Board and Audit & Supervisory Board Members.

1. Current Executive Officers to be promoted

New Position(s)	Name	Current Position(s) as of December 1, 2015
Senior Managing Executive Officer	Toshiaki Takeuchi	Managing Executive Officer; Representative Director, President, Kao Customer Marketing Co., Ltd.
Managing Executive Officer	Kozo Saito	Executive Officer; President, Consumer Products- International Business Management; Chairman of the Board, Kao USA Inc.
Managing Executive Officer	Yoshihiro Hasebe	Executive Officer; Senior Vice President, Research and Development, Global; Vice President, Research and Development - Core Technology, Global

2. Executive Officer to be newly nominated

Name	Current Position(s) as of December 1, 2015
Shigeru Ueyama	Senior Vice President, Office of the President, Global; Senior Vice President, Corporate Strategy, Global

3. Corporate Executive Fellows to be newly nominated

Name	Current Position(s) as of December 1, 2015
Yuji Furui	Doctor of Medical Science
Chiaki Mukai	Astronaut; Doctor of Medical Science

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Executive Officers and Corporate Executive Fellows

In accordance with those changes described above, Executive Officers, Corporate Executive Fellows of the Company and main positions as of January 1, 2016 will be as follows.

Executive Officers

Title	Name	Position(s)
President and CEO	Michitaka Sawada	Responsible for Corporate Strategy, Global
Senior Managing Executive Officer	Katsuhiko Yoshida	President, Consumer Products, Global; Responsible for Kao Professional Services Co., Ltd.
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.; Representative Director, President, Kao Customer Marketing Co., Ltd.
Managing Executive Officer	Masumi Natsusaka	Responsible for Beauty Care Business; President, Beauty Care - Cosmetics Business Unit, Global; Representative Director, President, Kanebo Cosmetics Inc.
Managing Executive Officer	Motohiro Morimura	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yasushi Aoki	Senior Vice President, Human Capital Development, Global; Representative Director, Chairman of the Board, Kanebo Cosmetics Inc.; Member of the Board and Senior Executive Officer, Senior Vice President, Human Resources and Administration, Kanebo Cosmetics Inc.; President, Kao Group Corporate Pension Fund
Managing Executive Officer	Hideko Aoki	Senior Vice President, Product Quality Management, Global
Managing Executive Officer	Kozo Saito	President, Consumer Products - International Business

		Management, Global; Chairman of the Board, Kao USA Inc.
Managing Executive Officer	Yoshihiro Hasebe	Senior Vice President, Research and Development, Global
Executive Officer	Yoshimichi Saita	Senior Vice President, Media Planning and Management, Global
Executive Officer	Kenji Miyawaki	Senior Vice President, Marketing Research and Development, Global
Executive Officer	Kazuyoshi Aoki	Senior Vice President, Accounting and Finance, Global
Executive Officer	Tadaaki Sugiyama	Senior Vice President, Legal and Compliance, Global
Executive Officer	Masakazu Negoro	President, Chemical Business Unit, Global; Chairman of the Board, Fatty Chemical (Malaysia) Sdn, Bhd.; Chairman of the Board, Pilipinas Kao, Incorporated; Presidente, Kao Chemicals Europe, S.L.
Executive Officer	Hideki Tanaka	Senior Vice President, Procurement, Global
Executive Officer	Takehiko Shinto	Representative Director, Executive Vice President, Kao Group Customer Marketing Co., Ltd.; Representative Director, President, Kanebo Cosmetics Sales Inc.
Executive Officer	Jun Shida	Vice President, Research and Development - Development Research – Health Care/ Household/ Chemicals, Global
Executive Officer	Yasushi Wada	Vice President, Supply Chain Management - Demand & Supply Planning Center, Global
Executive Officer	Tomoharu Matsuda	President, Beauty Care - Skin Care & Hair Care Business Unit, Global
Executive Officer	Masayuki Abe	Senior Vice President, Information Systems, Global
Executive Officer	Naoki Komoda	President, Fabric and Home Care Business Unit, Global

Executive Officer	Hitoshi Hosokawa	Vice President, Research and Development - Development Research – Skin Care/ Hair Care/ Cosmetics, Global
Executive Officer	Hiroyuki Yamashita	Vice President, Supply Chain Management – Technology Development Center, Global; Vice President, Supply Chain Management – Demand & Supply Planning Center – Human Health Care, Global
Executive Officer	Minoru Nakanishi	Regional Executive Officer, President, Consumer Products, Greater China; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.
Executive Officer	Akemi Ishiwata	Senior Vice President, Corporate Communications, Global
Executive Officer	Satoru Tanaka	President, Human Health Care Business Unit, Global
Executive Officer	Shigeru Ueyama	Senior Vice President, Corporate Strategy, Global

Corporate Executive Fellows

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *2	Takuji Yasukawa
Corporate Executive Fellow *2	Minoru Utsumi

Corporate Executive Fellow	Yuji Furui
Corporate Executive Fellow	Chiaki Mukai

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