

Kao Corporation

Changes of Executive Officers and Corporate Executive Fellows

December 2, 2019

Kao Corporation (the “Company”– *Ticker Code:4452*) announces changes of its Executive Officers and Corporate Executive Fellows as of January 1, 2020 as described below.

1. Current Executive Officers to be promoted

New Title	Name	Current Position(s) as of December 2, 2019
Managing Executive Officer	Yoshihiro Murakami	Executive Officer; Responsible for Consumer Products - Cosmetics Business; Representative Director, President, Kanebo Cosmetics Inc.; Chairman of the Board, Molton Brown Limited

2. Executive Officers to be newly elected

Name	Current Position(s) as of December 2, 2019
Toru Nishiguchi	Vice President, Consumer Products, Asia; President, PT Kao Indonesia
Hiroaki Yamaguchi	Vice President, Supply Chain Management - Plant Management, Wakayama Plant
Atsushi Koizumi	Vice President, Consumer Products - Business Planning and Administration, Global
Kotaro Nuriya	President, Consumer Products - Biore Business, Global; Responsible for Consumer Products - New Business Challenging Projects
Motomitsu Hasumi	Vice President, Research and Development - Safety Science Research, Global

3. Executive Officers to retire

Name	Current Position(s) as of December 2, 2019
Masumi Natsusaka	Managing Executive Officer; Responsible for Special Missions
Yasushi Aoki	Managing Executive Officer; Representative Director, Chairman of the Board, Senior Executive Officer, Responsible for Special Missions, Kanebo Cosmetics Inc.
Hitoshi Hosokawa	Executive Officer; Vice President, Research and Development - Skin Care Products Research, Global; Responsible for Research and Development - Global Beauty Care

Hiroyuki Yamashita	Executive Officer; Vice President, Supply Chain Management - Technology Development Center, Global
Minoru Nakanishi	Executive Officer; President, Consumer Products, Asia; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board and President, Kao Corporation Shanghai; Chairman of the Board and President, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board and President, Kao (Hefei) Co., Ltd.; Chairman of the Board, Kanebo Cosmetics (China) Co., Ltd.

4. Corporate Executive Fellow to be newly elected

Name
Masumi Natsusaka *

Note:

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

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Executive Officers and Corporate Executive Fellows as of January 1, 2020

Executive Officers

Title	Name	Position(s)
President and CEO	Michitaka Sawada	
Senior Managing Executive Officer	Toshiaki Takeuchi	Representative Director, President, Kao Group Customer Marketing Co., Ltd.
Senior Managing Executive Officer	Yoshihiro Hasebe	Senior Vice President, Research and Development, Global; Senior Vice President, Strategic Innovative Technology, Global; Responsible for Compliance
Managing Executive Officer	Tomoharu Matsuda	President, Consumer Products, Global; Responsible for Skin Care and Hair Care Business; Responsible for Human Health Care Business; Responsible for Fabric and Home Care Business; Responsible for Kao Professional Services Co., Ltd.
Managing Executive Officer	Shigeru Ueyama	Senior Vice President, Corporate Strategy, Global
Managing Executive Officer	Masakazu Negoro	Senior Vice President, Procurement, Global
Managing Executive Officer	Yasushi Wada	Senior Vice President, Product Quality Management, Global; Representative Director, Chairman of the Board, Kanebo Cosmetics Inc.
Managing Executive Officer	Osamu Tabata	Senior Vice President, Supply Chain Management, Global; Responsible for TCR Promotion
Managing Executive Officer	Yoshihiro Murakami	Responsible for Consumer Products - Cosmetics Business; Representative Director, President, Kanebo Cosmetics Inc.; Chairman of the Board, Molton Brown Limited
Executive Officer	Akemi Ishiwata	Senior Vice President, Corporate Communications, Global
Executive Officer	Satoru Tanaka	President, Consumer Products, Americas and EMEA; Chairman of the Board, Kao USA Inc.; Chairman of the Board, Oribe Hair Care, LLC

Executive Officer	Kenichi Yamauchi	Senior Vice President, Accounting and Finance, Global; President, Kao America Inc.
Executive Officer	Hideaki Kubo	Vice President, Research and Development, Global; Responsible for Research and Development - Core Technology
Executive Officer	Ryoichi Harada	Senior Vice President, Enterprise Information Solutions, Global; Vice President, Strategic Innovative Technology, Global
Executive Officer	Hiroaki Taki	Senior Vice President, Consumer Products - Marketing Emergence, Global
Executive Officer	David J. Muenz	Senior Vice President, ESG, Global
Executive Officer	Akio Matsui	Senior Vice President, Human Capital Development, Global; President, Kao Group Corporate Pension Fund; Chairman of the Board, Kao America Inc.
Executive Officer	Hideichi Nitta	Vice President, Supply Chain Management - Demand and Supply Planning Center, Global
Executive Officer	Masahiro Katayose	President, Chemical Business, Global; Chairman of the Board, Fatty Chemical (Malaysia) Sdn. Bhd.; Chairman of the Board, Pilipinas Kao, Inc.; Presidente, Kao Chemicals Europe, S.L.
Executive Officer	Shigeo Nakai	Vice President, Research and Development - Performance Chemicals Research, Global; Responsible for Research and Development - Environmental New Business
Executive Officer	Hideki Mamiya	Representative Director, Senior Managing Executive Officer, Kao Group Customer Marketing Co., Ltd.
Executive Officer	Masaru Takeyasu	Senior Vice President, Legal and Compliance, Global

Executive Officer	Toru Nishiguchi	President, Consumer Products, Asia; Chairman of the Board and President, Kao (China) Holding Co., Ltd.; Chairman of the Board and President, Kao Corporation Shanghai; Chairman of the Board, Kao Commercial (Shanghai) Co., Ltd.; Chairman of the Board and President, Kao (Hefei) Co., Ltd.
Executive Officer	Hiroaki Yamaguchi	Vice President, Supply Chain Management - Manufacturing Plant Center, Global
Executive Officer	Atsushi Koizumi	Senior Vice President, Consumer Products - Business Planning and Management, Global
Executive Officer	Kotaro Nuriya	President, Consumer Products - Biore Business, Global; Responsible for Consumer Products - New Business Challenging Projects
Executive Officer	Motomitsu Hasumi	Vice President, Research and Development - Household Products Research, Global; Responsible for Research and Development - Consumer Products Technology

Corporate Executive Fellows

Title	Name
Corporate Executive Fellow *1	Yoshinori Takema
Corporate Executive Fellow *1	Masumi Natsusaka
Corporate Executive Fellow *2	Takuji Yasukawa

Corporate Executive Fellow	Yuji Furui
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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