

Notice Regarding Retirement of Treasury Shares

December 16, 2025

Kao Corporation (the "Company" – *Ticker Code:4452*) hereby makes the following announcement: the Board of Directors, at the meeting of the Board of Directors held on the date hereof, resolved to retire the treasury shares in accordance with Article 178 of the Companies Act. The number of shares to be retired corresponds to total of the number of shares of the Company's shares purchased from the market from August 7, 2025 to November 19, 2025, and the part of treasury shares held from the past.

Type of shares to be retired:	Ordinary shares of the Company
Number of shares to be retired:	12,300,000 shares
Scheduled retirement date:	December 26, 2025

Reference:

Total number of outstanding shares after retirement of treasury shares:
453,600,000 shares

The number of treasury shares after retirement of treasury shares:
8,436 shares*

* The number of treasury shares held by the Company as of November 30, 2025 minus the number of shares to be retired above.