

**BRINGING  
NEW  
VALUE  
TO  
CHEMICALS**



CORPORATE PRESENTATION





## AGENDA

# Kao Corporation

- Kao's origin
- Kao's mission
- Yoki-Monozukuri spirit
- Kao Way
- Essential research
- Global expansion
- Kao group by the numbers
- Overview of Kao Business
- Sustainable society
- Kao environment statement
- Kirei Lifestyle

# Kao Chemicals Europe

- Headquarters
- History of Kao Chemicals Europe
- Kao Chemicals Europe by the numbers
- Business Fields
- Production sites
- Strengths
- The executive board





Kao  
Corporation

## KAO'S ORIGIN



*“One should know that great success in life is not possible without good fortune. Good fortune is given to only those who work diligently and behave with integrity”*

Tomiro Nagase (1862-1910)  
Kao's founder



# KAO'S MISSION

Kao's mission is to strive for the wholehearted satisfaction and enrichment of the lives of people globally and to contribute to the sustainability of society.





# KAO'S ORIGIN

## The Yoki-Monozukuri spirit

Ever since the company was founded in 1887, we have sought to contribute to the lives of consumers and customers, and to meet consumers' and customers' needs with integrity. Through Yoki Monozukuri, we have continued to provide society with useful products.

In the future, we will continue to take account of changing times and changing lifestyles, while always maintaining a close relationship with our customers, and, through Yoki-Monozukuri that comes from the heart, implementing measures aimed at helping to keep both people and the planet clean and beautiful.



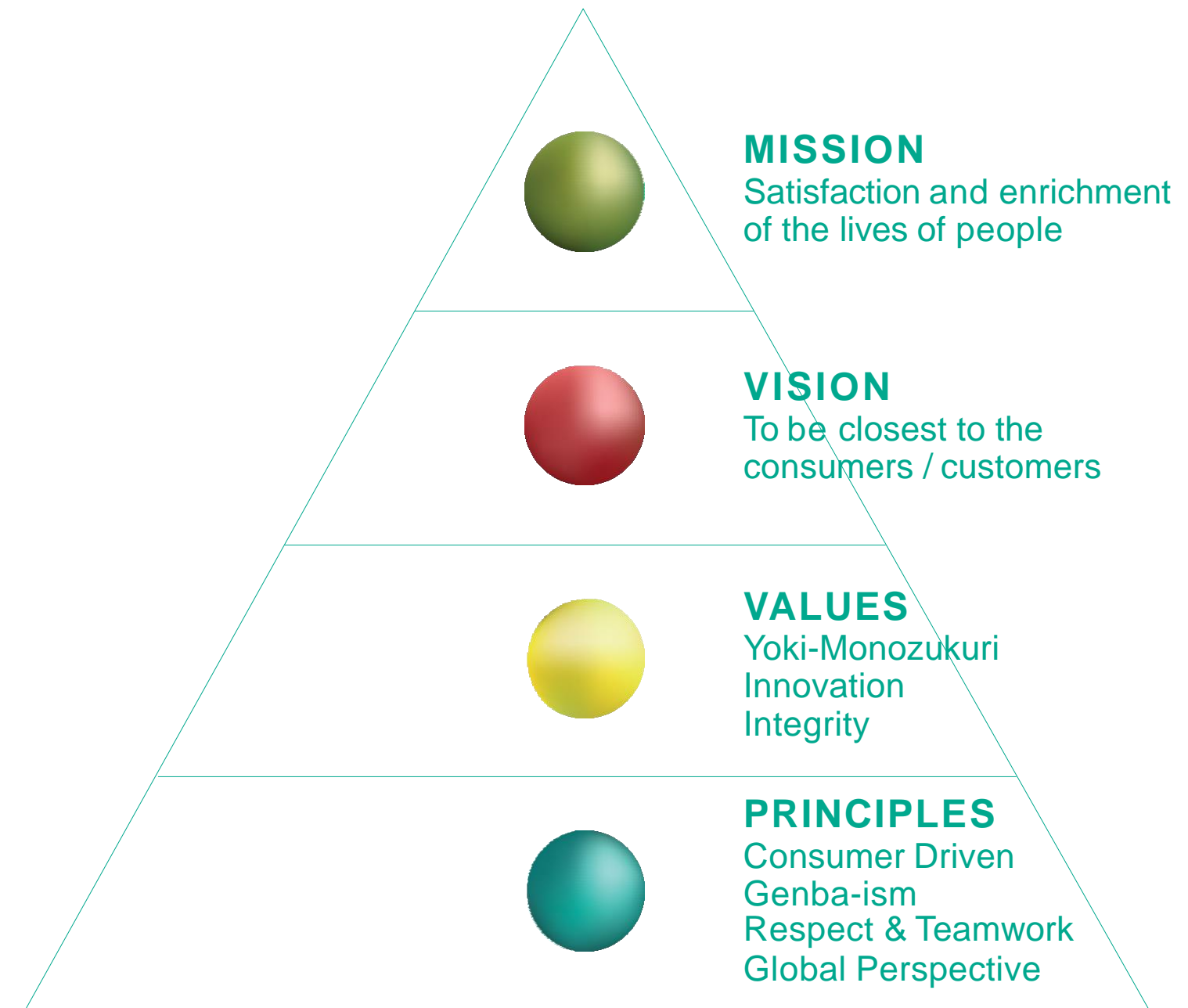
*1890 The Kao founder Tomiro Nagase launched Kao Sekken, an affordable Japanese-made soap with the quality to compete with imported products.*



# KAO WAY

The Kao Way is the Foundation of Kao Group business activities through Yoki-Monozukuri\* from the customer's perspective.

\*Yoki-Monozukuri a strong commitment by all members to provide products and brands of excellent value for customer satisfaction  
"Yoki" literally means "good/excellent"  
"Monozukuri" means "development/ manufacturing of products"



# ESSENTIAL RESEARCH

In order to realize Kao's Yoki-Monozukuri vision, we are constantly making effort to develop innovative products and achieve ongoing improvement, through Essential Research.

Kao invests aprox.  
4% of its net sales in R&D.

*\* We define Yoki-Monozukuri as a "strong commitment by all members of the Kao Group to provide products and brands of excellent value for customer satisfaction"*

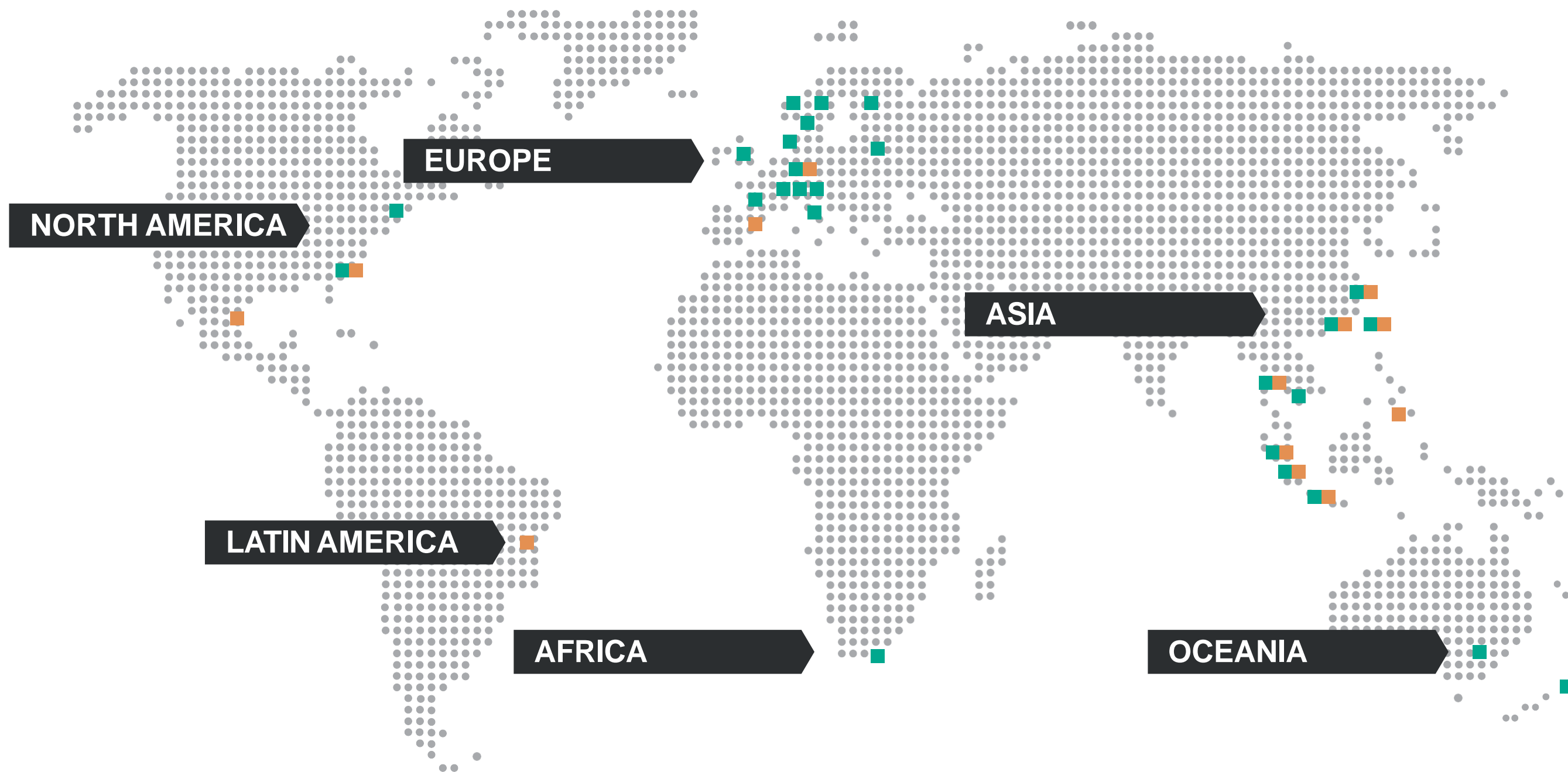




# GLOBAL EXPANSION

We provide thoughtfully crafted products and services in around 100 countries and regions worldwide.

Principal Locations and Business Development.



## Principal locations and business development

### EUROPE / AFRICA

- Finland
- Sweden
- Denmark
- Norway
- Russia
- Germany
- The Netherlands
- United Kingdom
- Czech Republic
- France
- Austria
- Switzerland
- Italy
- Spain
- South Africa

### ASIA & OCEANIA

- Japan
- Korea
- China
- Vietnam
- The Philippines
- Thailand
- Malaysia
- Singapore
- Indonesia
- Australia
- New Zealand

### AMERICAS

- Canada
- United States
- Mexico
- Brazil

■ Chemical business  
 ■ Consumer products business



# KAO GROUP BY THE NUMBERS

History  
 **133** years

Consolidated Number  
of Employees  
 **33,603**

Cash Dividends per Share  
 **30** consecutive fiscal  
years of increase


Products Sold  
 Over **100** countries/  
regions


R&D Expenses  
 **59.1** billion yen

Number of Patents Held  
 **16,991**

Product Improvements  
with UD Considerations  
 **6,574**

\*UD: Universal Design  
Cumulative for 2012–19

Reduction Rate  
for Water Usage  
 **23** %  
\*Per unit reduction rate across the  
entire product lifecycle (2005 baseline)

Reduction Rate for  
CO<sub>2</sub> Emissions  
 **18** %  
\*Per unit reduction rate across the  
entire product lifecycle (2005 baseline)



# OVERVIEW OF KAO'S BUSINESS

The composition of net sales shown on the chart is calculated based on net sales to external customers. Net sales for the Chemical Business includes internal sales between segments.

## Consolidated Net Sales by Segment (FY2019)



Specialty asphalt additives



Water-based pigment inkjet ink

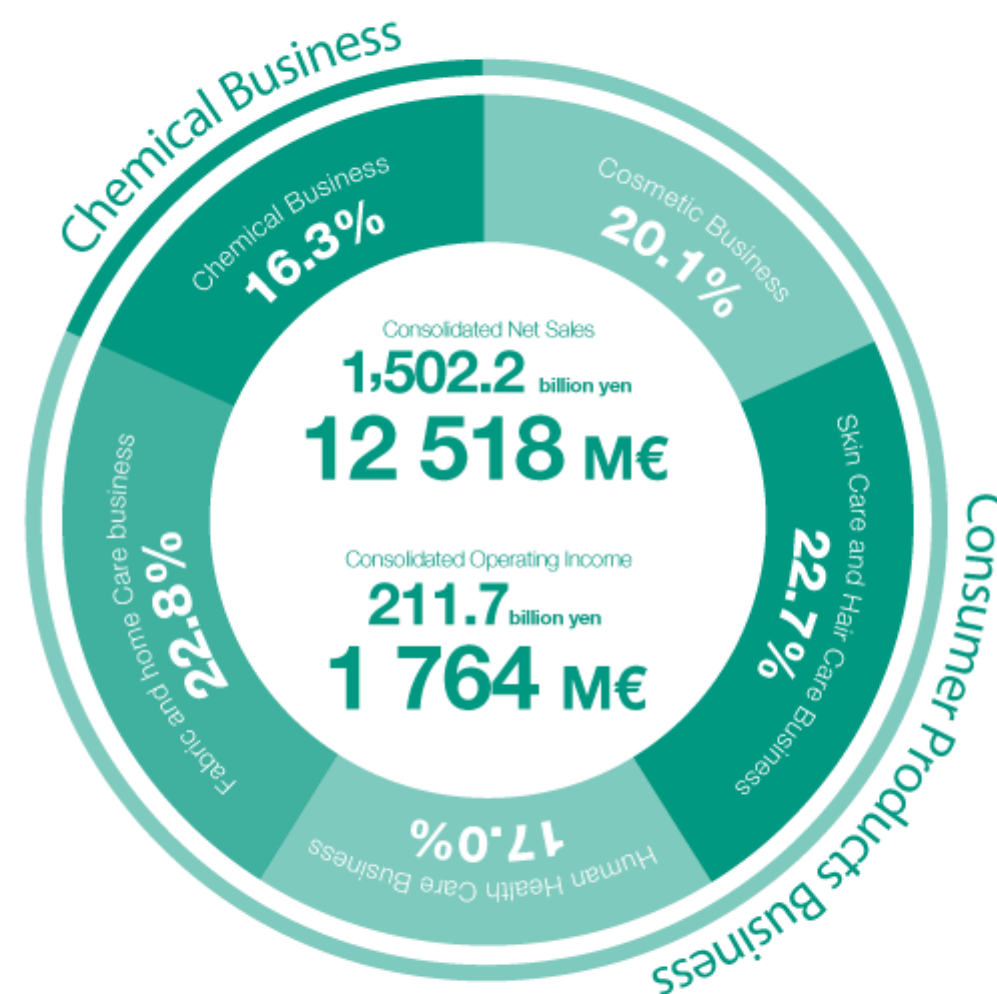


### Fabric and Home Care Business

- Fabric care products
- Home care products

### Chemical Business

- Oleo chemicals
- Performance chemicals
- Specialty chemical



Currency exchange: 1 Euro = 120 Yen

### Cosmetics Business

- Cosmetics



### Skin Care and Hair Care Business

- Skin care products
- Hair care products

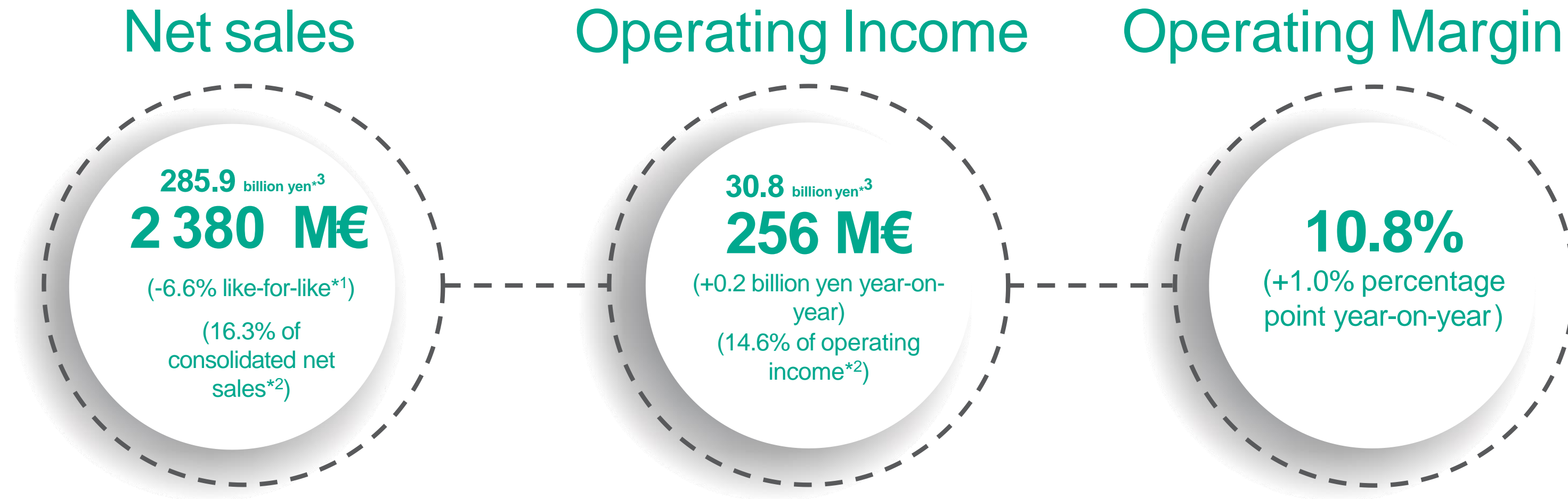


### Human Health Care Business

- Food and beverage products
- Sanitary products
- Personal health products



# CHEMICAL BUSINESS (FY2019)



\*1 Like-for-like growth rates exclude the effect of currency translation.

\*2 Share of net sales is calculated based on sales to customers. Share of operating income is calculated before the elimination of intersegment transactions.

\*3 Net sales and operating income of the Chemical Business include intersegment transactions.

Currency exchange: 1 Euro = 120 Yen

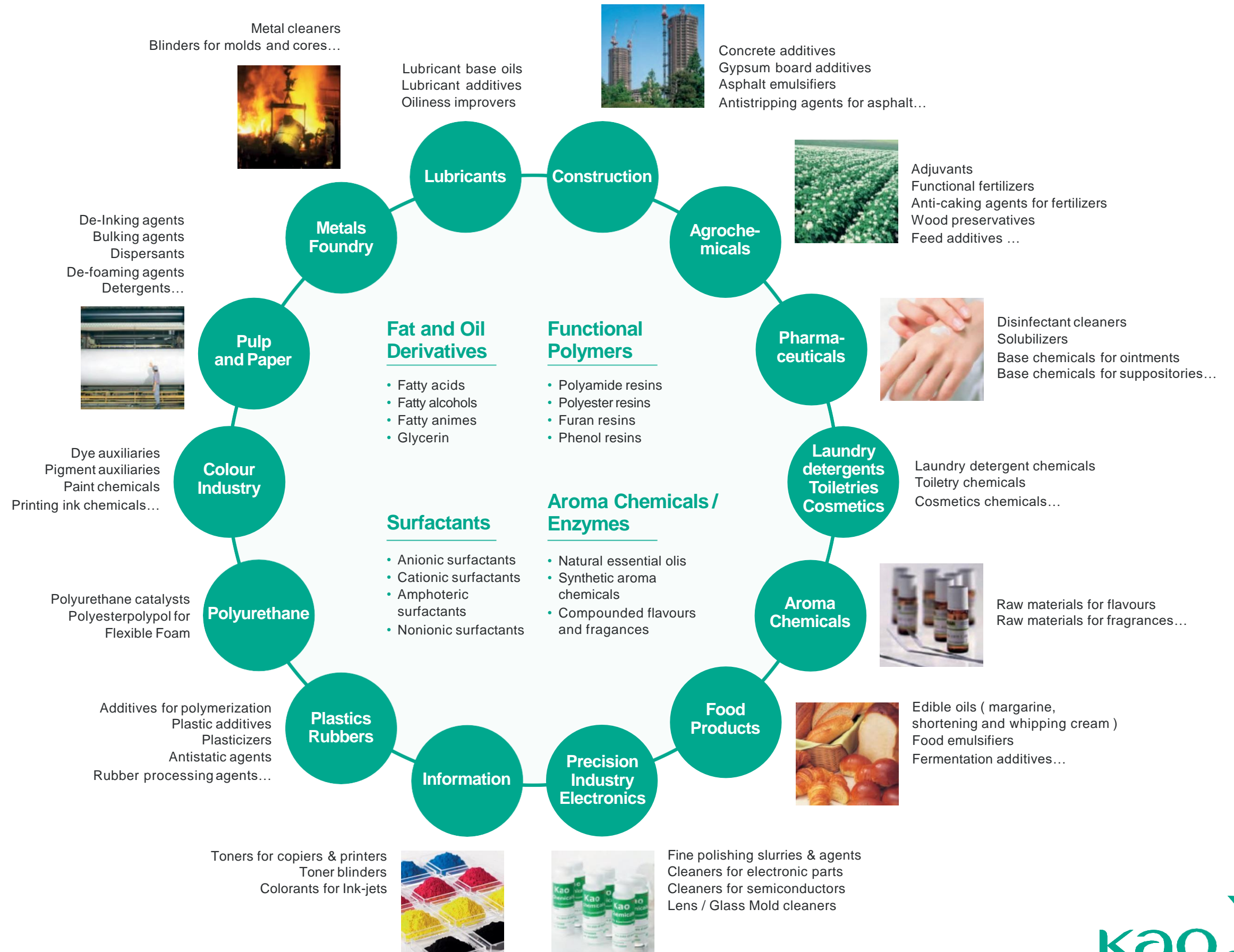




# KAO'S CHEMICAL PRODUCTS OF A WIDE RANGE OF INDUSTRIES

## A strong record of achievement

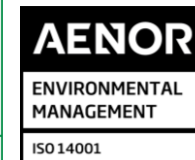
With their various unique features, Kao's Chemical products have a strong record of achievement, and are broadly applied to diverse uses and in a variety of industries worldwide.



# COMMITMENT TO SOCIETY AND EVALUATION BY SOCIETY

Kao promotes efforts to address issues of the environment, society, and governance in order to contribute to the formation of a sustainable society.

## COMMITMENT TO SOCIETY





# Kirei — Making Life Beautiful

The Japanese word “kirei” means beautiful or clean, not only on the outside but also on the inside. For us at Kao, Kirei is the value we want to bring to everyday life with our brands, products and services.

The little moments you enjoy, like the comfort of freshly washed sheets, the happiness you share with a smiling baby, the confidence you feel when you look in the mirror and see not only healthy skin and hair, but also your inner beauty shining through. The special pleasure that comes from using products you know have been crafted with care both for you and for the environment.

We believe these moments and the positive feelings you share with others have the power to shape the future. We want minds, lives and society to be Kirei—Making Life Beautiful.





# KAO ENVIRONMENTAL STATEMENT

Kao's Environmental Statement is the fundamental principle by which the company promotes ecology-centered management toward the goal of achieving a sustainable society.

Kao products are designed for everyday use, in homes around the world.

That's why we utilize original Kao-developed technologies to minimize the impact they have on the environment, not just in the manufacturing process, but in the daily life of the customers who use them.

From materials procurement and manufacturing, to distribution, sales, use, and final disposal, we want to engage in "eco together" with stakeholders and consumers worldwide.



Enriching lives,  
in harmony with nature.





**SUSTAINABLE  
SOCIETY**

**KIREI  
LIFESTYLE**

**ESG  
COMMITMENT**

**Our Vision:  
LIVING A BEAUTIFUL LIFE  
INSIDE AND OUT**

At Kao, everything we do is in service of this lifestyle. It's why we do what is right, not what is easy. We put our innovation and imagination to the task of enriching lives by finding ways for people the world over to live the Kirei lifestyle.

**Our ESG Commitment:**





# Kao Chemicals Europe



# KAO CHEMICALS EUROPE

## Headquarters

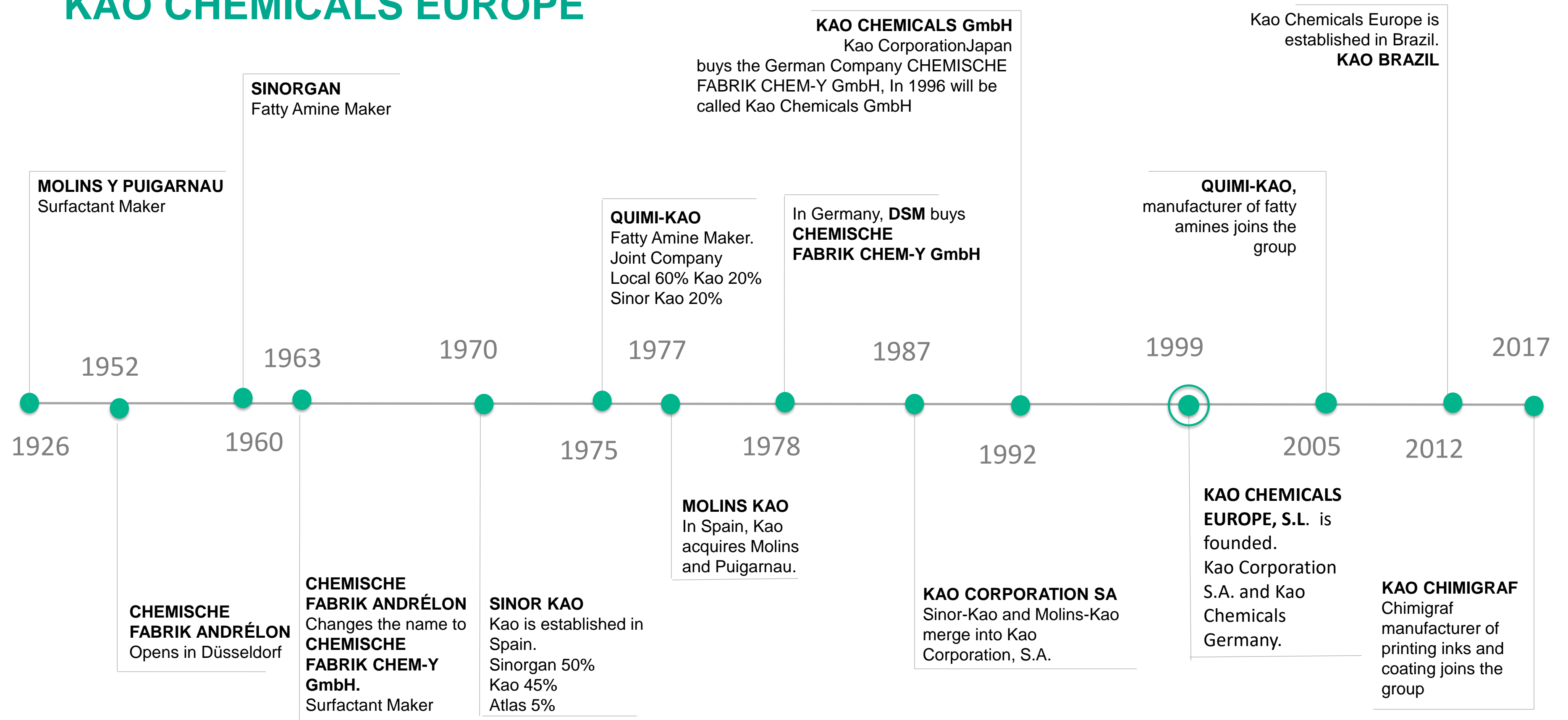
Kao Chemicals Europe, S.L. Puig dels Tudons, 10  
Pol. Ind. Santiga - 08210 Barberà del Vallès  
BARCELONA

Kao Chemicals Europe is a subsidiary of Kao international group. We are a leading manufacturer in the fields of hygiene, beauty and health, while our chemical business contributes to the development of diverse industries. The Chemical Business offers an array of products including oleo chemicals and derivatives, surfactants, high-performance polymers, and fragrances.

Kao Chemicals Europe is committed to taking a responsible approach to the environment and to health and safety throughout the lifecycle of its products.



# HISTORY OF KAO CHEMICALS EUROPE





# KAO CHEMICALS EUROPE GLOBAL EXPANSION



## Principal locations and business development

### EUROPE

- Germany
- Spain

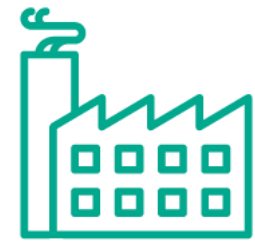
### AMERICAS

- Mexico
- Brazil

- 
- Production site
  - Sales office



# KAO CHEMICALS EUROPE



Production Sites

**6**

Germany  
Mexico  
Spain (4 sites)



4 Sales Offices

**4**

Brasil  
Germany  
Mexico  
Spain



Employees

**1,065**

Brazil  
Germany  
Mexico  
Spain



Business Units

**6**

- Surfactants for consumers applications
- Fragrance & Aroma Chemicals
- Surfactants for technical applications
- Oleochemicals
- Imaging Materials
- Inks



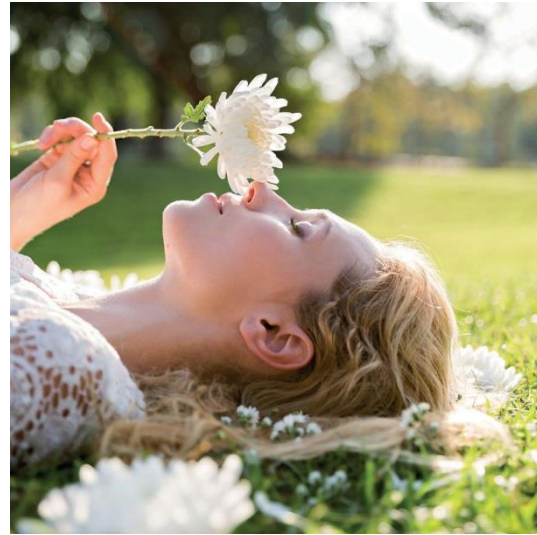


# KAO CHEMICALS EUROPE – BUSINESS FIELDS



## Surfactants for Consumers Applications

- Personal Care:
  - Hair Care
  - Body Care
  - Skin Care
- Laundry & Cleaning:
  - Dishwashing
  - Industrial and Institutional cleaning
  - Laundry care
  - Hard Surface care



## Fragrances & Aroma Chemicals

- Aroma Chemicals:
  - Ingredient Specialties
- Aroma Compounding:
  - Fine Fragrance
  - Home Care
  - Air Care
  - Personal Care
  - Fabric Care



## Surfactants for Technical Applications

- Road additives
- Oil and gas
- Mineral flotation
- Building
- Fertilizers
- Metalworking
- Surfactants miscellaneous
- Coatings



## Oleochemicals

- Fatty alcohols
- Fatty amines



## Imaging Materials

- Polyester-based resins
- Toners for copiers and printers
- Pigment dispersions



## Inks

- Flexography & Rotogravure:
  - Water & Solvent-based
  - Primers
- Inkjet
  - UV / LED
  - Eco-solvent
  - Oil-based
  - Water-based

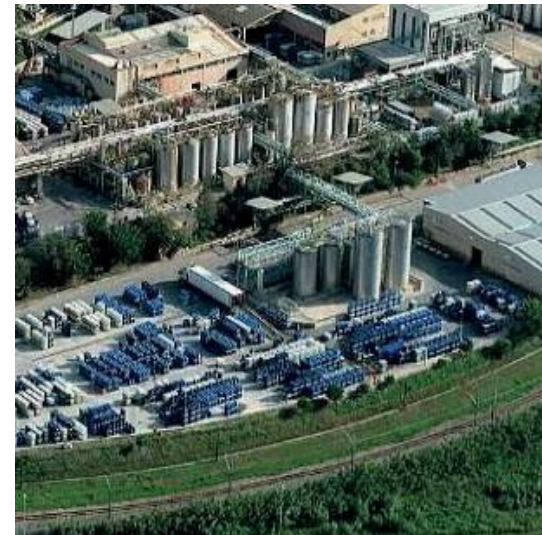


# KAO CHEMICALS EUROPE – PRODUCTION SITES



## Barberà del Vallès (Spain)

- Electrophotography materials.



## Olesa de Montserrat (Spain)

- Anionics
- Amphoteric
- Non-ionics
- Blends
- Esterquats
- MDJ - Ambroxan
- Fragrances



## Mollet del Vallès (Spain)

- Cationics
- Esterquats
- Lactones
- Aldehydes



## Chimigraf Rubí (Spain)

- Inkjet
- Flexographic printing
- Rotogravure printing



## Emmerich (Germany)

- Tertiary Amines
- Ethercarboxylates
- Anionics
- Superplasticizers
- Non-ionics

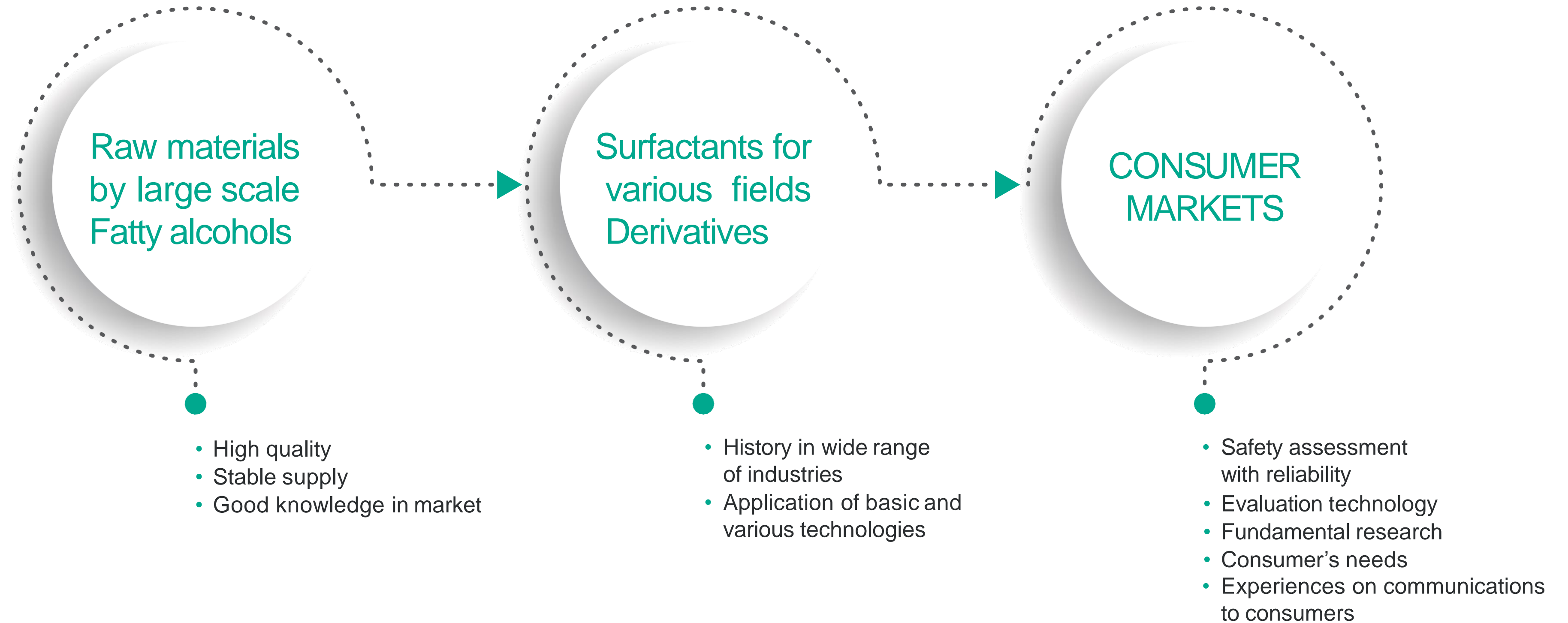


## Guadalajara (Mexico)

- Cationics
- Esterquats
- Amines
- Fragrances



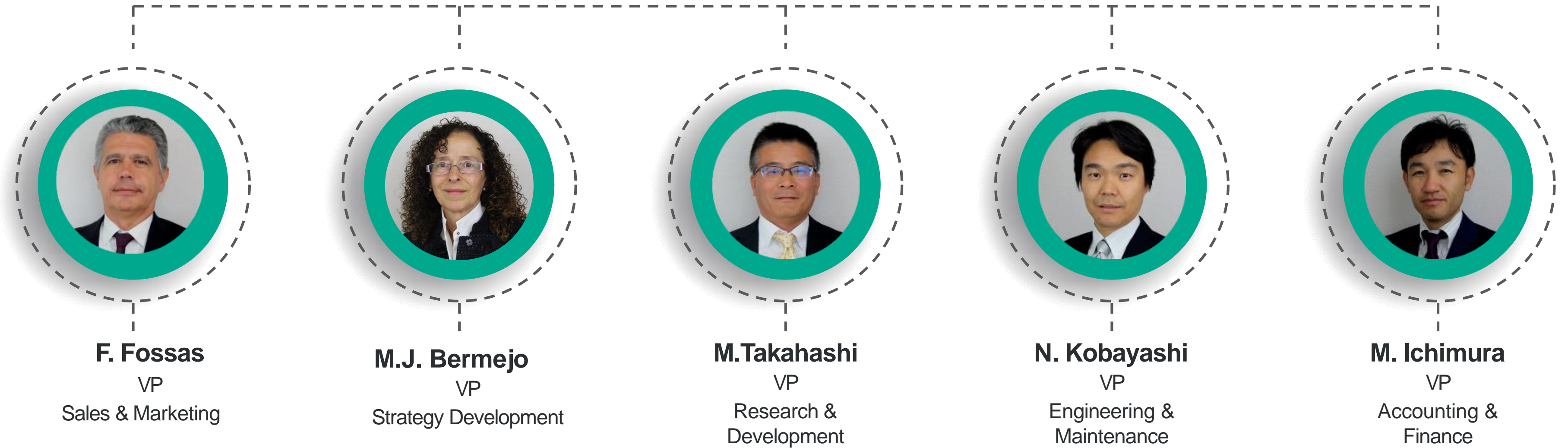
# KAO CHEMICALS EUROPE – STRENGTHS



# THE EXECUTIVE BOARD



**D. HAMADA**  
President & CEO



**F. Fossas**  
VP  
Sales & Marketing

**M.J. Bermejo**  
VP  
Strategy Development

**M. Takahashi**  
VP  
Research & Development

**N. Kobayashi**  
VP  
Engineering & Maintenance

**M. Ichimura**  
VP  
Accounting & Finance





Thank you!

