



**“Against this uncertain backdrop, the KCE Group is reinforcing its ESG strategy with a mission to create a KIREI future for people, society and the planet.”**

**Dear readers,**

Again this year, I am writing to you all to present Kao Chemicals Europe’s non-financial reporting performance throughout 2021, a challenging year, which we have successfully managed to overcome thanks to the dedication and resilience of our team and the collaboration of our stakeholders.

2021 was again marked by the pandemic, and this challenge was compounded by difficulties such as supply instability, disruption in global logistics, and sharp increases in raw materials, natural gas and transport prices, etc., which resulted in loss of a few business opportunities.

The Japanese word ‘Kirei’ describes something that is clean, well-ordered and beautiful, thus, this corporate philosophy drives us to persevere in our goal of becoming an indispensable company to

achieve sustainable growth for society and industry, through the corporate motto “Sustainability as the Only Path”.

The key aspects covered in this report focus on the areas of Ethics and Compliance, Climate Change and Energy Efficiency, Circular Economy and Waste Management, Pollution Reduction, Occupational Health and Safety, and Contingency Planning for Emergencies and Natural Disasters, since those have been identified as material topics by our stakeholders.

I invite you to read more about our 2021 sustainability progress in this report.

Daisuke Hamada, [KCE President](#)