



Strategy Briefings

May 15, 2026

CONTENTS

1. Key Points for Today
2. Summary of Financial Results
- 3-1. Progress of the 18MTP
- 3-2. Business Unit
- 3-3. Head Office

Forecasts of financial results stated in this document are forecasts based on currently available information that includes potential risks and uncertain elements. Therefore, actual financial results may differ from the forecast figures.

1.Key Points for Today

Activities in the first year of the 18MTP got tangible results, and we aim to be on an upward trajectory by FY2026

- The revenue increased and profit decreased in FY2025, set a target to achieve record-highs in FY2026
- Operating cash flow has improved significantly (1.5 times that of the previous year), and investments for growth are progressing smoothly
- Aim to be on an upward trajectory in FY2026 based on the core capabilities strengthened in the second half of FY2025

2. Summary of Financial Results

Consolidated results of FY2025(YoY)

Reposted from May 11, 2026
Financial Results for FY2025

(JPY billion)

	FY2024 Results	FY2025 Results	YoY(%)	Excluding FX effects	YoY(%)
Net Sales	588.8	589.8	+0.2%	602.9	+2.4%
Operating Profit	52.1	49.7	-4.5%	50.9	-2.3%
Segment Profit ^{※1}	53.9	53.9	+0.0%		
Segment Profit Margin	9.2%	9.1%	-		
Ordinary Profit	49.1	54.7	+11.4%	54.7	+11.3%
EBITDA ^{※2}	81.2	82.5	+1.6%		
EBITDA margin	13.8%	14.0%	-		
Profit	38.3	31.6	-17.4%	31.3	-18.2%

※Figures in red indicate record highs

- ✓ Additional expenses
 - Provision for tax dispute in Tanzania: JPY 2.0 billion
 - Impairment loss on Spiber: JPY 1.0 billion

Consolidated Financial Results (FY2026 Plan)

Reposted from May 11, 2026
Financial Results for FY2025
(JPY billion)

	FY2025 Results	FY2026 Plan	YoY(%)
Net Sales	589.8	610.0	+ 3.4%
Operating Profit	49.7	53.0	+6.6%
Segment Profit ※1	53.9	57.0	+5.8%
Ordinary Profit	54.7	55.0	+0.5%
EBITDA ※2	82.5	92.0	+11.5%
EBITDA margin	14.0%	15.1%	+ 1.1pt
Profit	31.6	27.0	-14.7%

※Figures in red indicate record highs

※1 Operating profit+Equity Method Profit

※2 Operating Profit+Equity Method Profit+Depreciation+Goodwill amortization

- ✓ Net Sales and each profit increased (excluding net profit)
- ✓ Extraordinary losses: JPY 7.0 billion recorded for the “True Color” project in Europe

Consolidated Financial Results by Segment (FY2026 Plan)

Reposted from May 11, 2026
Financial Results for FY2025

	Net Sales			Segment Profit (JPY billion)		
	FY2025 Results	FY2026 Plan	YOY(%)	FY2025 Results	FY2026 Plan	YOY(%)
Japan	159.9	160.0	+0.1%	22.0	22.5	+2.4%
India	138.4	145.0	+4.8%	13.6	14.0	+3.2%
Europe	162.7	170.0	+4.5%	0.9	1.5	+58.6%
Asia	68.1	70.0	+2.8%	9.1	9.5	+4.6%
Africa	51.7	55.0	+6.3%	6.3	7.0	+10.5%
North America	9.0	10.0	+11.2%	2.0	2.5	+26.1%
Total	589.8	610.0	+3.4%	53.9	57.0	+5.8%

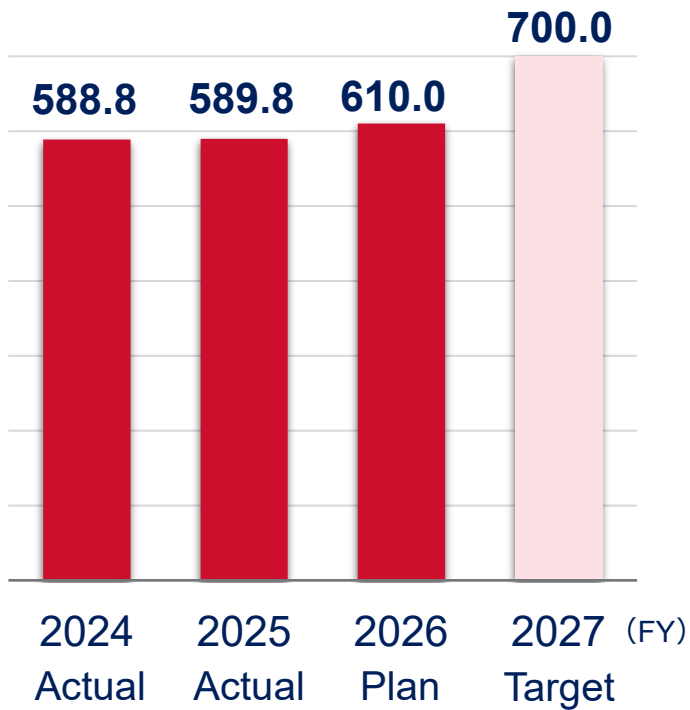
✓ Planning net sales and profit growth across all regions

3-1. Progress of the 18MTP

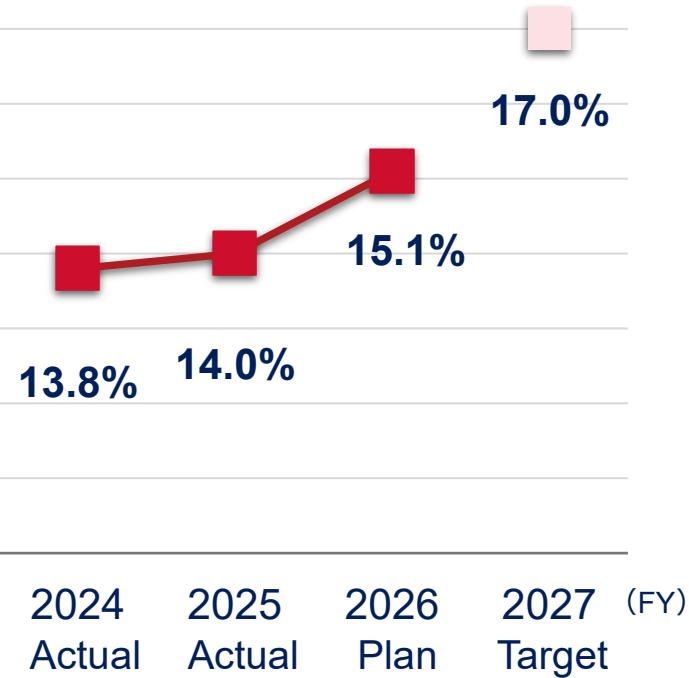
Progress toward Financial Targets

Net Sales

(Billion JPY)



EBITDA Margin



Adjusted ROE



Current Status on Non-Financial Targets

Progress Status : (On Track) ● > ● > ● (Needs Improvement)

Decarbonization

GHG(scope1,2)

2023Actual -3.7%
Coverage98.6%

-20%
-4.8% ●

KPI2030
-30%

Improvement of Quality of Life (QOL)

Sustainability Related Products

2023Actual Setting Definition 20%

up date
16% ●

KPI2030
30% or higher

Enhancement of Achieving Resource and Economic Circulation

Water Usage

2023Actual +0.4%
Coverage95.4%

-15%
-4.3% ●

KPI2030
-20%

Transformation into a Group where Diverse People play Active Roles

Female Directors/Managers Ratio

2023Actual Female Directors*15.3%
Female Manager14.3%

30%·25%
30%·14% ●

KPI2030
Female Directors 30%
Female Manager 30%

※² : As a percentage in Directors and Auditors in FY2023

Renewable Energy Ratio

2023Actual 11.2%

15%
13.8% ●

KPI2030
15% or higher

Sustainability Related Themes

2023Actual Setting Definition 60%

Setting Definition

KPI2030
80%

Waste Disposal

2023Actual Setting Definition -15%

14%増 ●

KPI2030
-30%

KP Way Education

2023Actual Partial Deployment Start 75%

up date
Communication initiated ●

KPI2030
100%

Energy Consumption

2023Actual +0.1%
Coverage98.6%

-10%
+4.5% ●

KPI2030
-20%

Frequency of Occupational Accidents (ILO Standard)

2023Actual 2.1

1.7
2.1 ●

KPI2030
Below 1.5

Recycled Containers

2023Actual 55.5%

60%
60.3% ●

KPI2030
Over 50%

Engagement Survey

2023Actual Coverage 46 % 75%

66% ●

KPI2030
100%

Example

KABS*³(Turkey);
Achieved 100%
renewable energy



Example

Provision of anti-midge coating for Expo 2025



Social Contributions-CFP*¹

2023Actual Num. of Activities Over 180

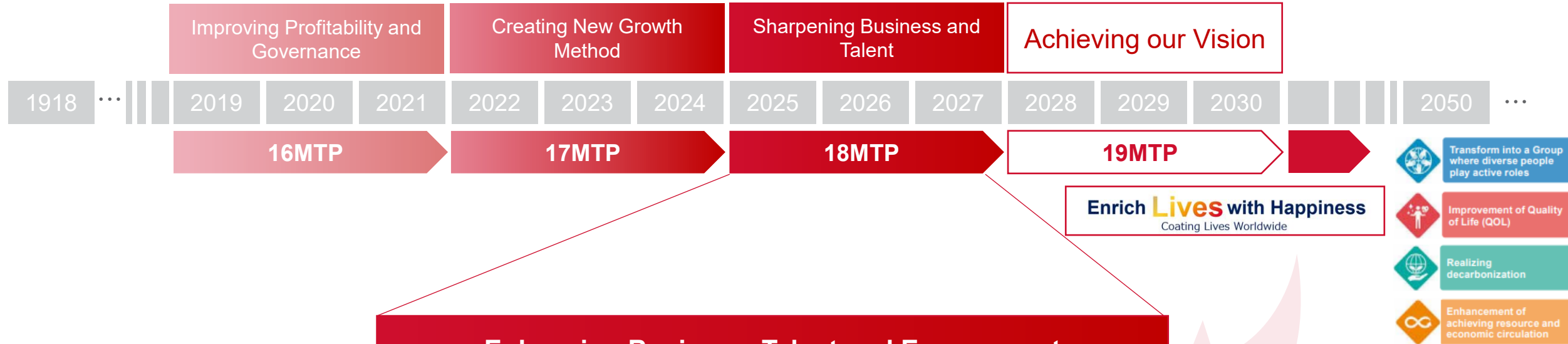
More than 500
224 ●

KPI2030
More than 1000

※¹ : Connecting to the Future Program

Journey of 18MTP

Reposted from the November 13, 2024 Strategy Briefing – 18th Mid-Term Management Plan



Enhancing Business, Talent and Engagement

Next Priorities

- Increase Profitability and Capital Efficiency
- Strengthen Business
- Global talent expansion
- Optimize allocation of talent

Back casting from Vision

- Development of Sustainability Products
- Accelerate Diversity
- Expand BtoB Business and Improve Profitability
- Strengthen Stakeholder Engagement

17MTP

Shift to Sustainable Growth Cycle

Roles and Responsibility within the Group

Reposted from the November 13, 2024 Strategy Briefing – 18th Mid-Term Management Plan

Japan

Formulating Group Future as Global HQ

- ❑ Establish supply chain accomplishing both circularity and profitability
- ❑ Developing Best-in-class Global HR System
- ❑ Enhance R&D comprehensively and open up new customers and new markets
- ❑ Train DX Talent and accelerate DX

India

Unique Growth as Overall Coating Supplier

- ❑ Protect #1 share at Auto-OEM coating
- ❑ Grow industrial segment as 3rd Pillar
- ❑ Establish unique growth model in Decorative market

Europe

High Profitability as BtoB Global Lead

- ❑ Drastic improvements by restructuring
- ❑ Establish successful and profitable BtoB business model
- ❑ Lead the group with its BtoB Business

Asia

Strengthen Position as #1 Player for Auto

- ❑ Maintain #1 share as hub for Auto-OEM
- ❑ Expand into Non-Japanese OEMs, EVs and Auto-parts
- ❑ Optimize operation within the region (China and SE Asia)

Africa

One Africa Management

- ❑ Establish One Africa Management
- ❑ Draw strategy to win the African continent
- ❑ Be poised for future growth and conduct strategic groundwork

N. America

Steady Growth while Keeping Profitability

- ❑ Enhance profitable business
- ❑ Expand business segments(Auto OEM→Auto parts→Industrial)
- ❑ Investigate and evaluate future N.A Market Entrance

18MTP Key Initiatives

Reposted from the November 13, 2024 Strategy Briefing – 18th Mid-Term Management Plan

Maximizing Corporate Value



① **Enhance Profitability and Efficiency through Structural Reforming**

② **Grow Business through New Product Development and DX**

③ **Optimize Talent Allocation and Development**

④ **Bold Investments and Returns Based on Robust Capital Structure**

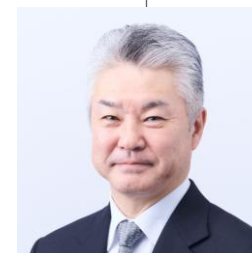
Organizational structure



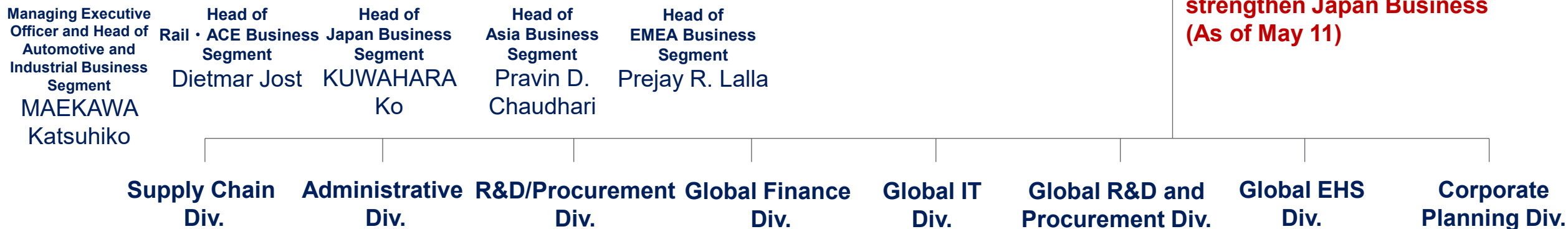
**Representative Director
of the Board, President**
MORI Kunishi



Head of Business Unit
TOMIOKA Takashi



Head of Head Office
TAKATA Yoichi



3-2. Business Unit

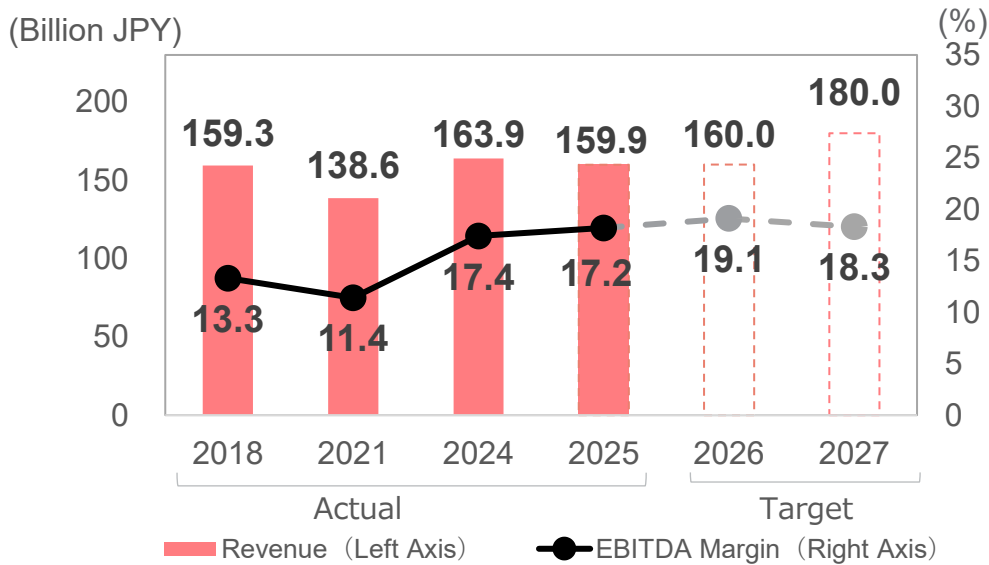
①

Enhance Profitability and Efficiency through Structural Reforming

- Japan : Execute BPR with supply chain renewal and Implementation of ERP
- India : Accomplish growth and profit at Industrial as 2nd pillar of business
Improve margins and Solidify Uniqueness in the Decorative Market
- Europe : Business Optimization for Industrial Segment
Consolidate Sites/Functions and Commit to Improve Profitability
- Africa : Promote One Africa Management
Operate South, CSA and East Africa as One
- Overall : Improve CCC

Japan Segment Strategy

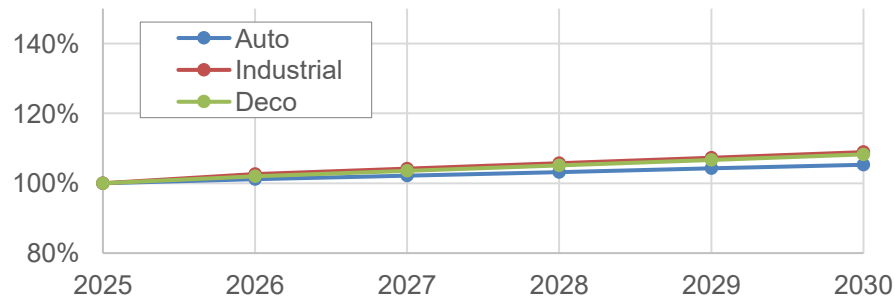
Net Sales/EBITDA margin



Progress on Japan Segment Strategy

- ❑ Business reform centered on the overhaul of the core system is entering its final stages
- ❑ Progress is being made on the consolidation and reorganisation of domestic offices (KUBOKO PAINT Co., Ltd. · Tokyo office · Kanpe Color Center Co., Ltd. ,etc)
- ❑ Promoting cost structure reforms through the Profit Generation Project
- ❑ Strengthening sustainability initiatives
- ❑ Strengthening the organization to build a global management foundation
- ❑ E-commerce sales exceed 1 billion JPY (Kansai Paint Burano Co., Ltd.)

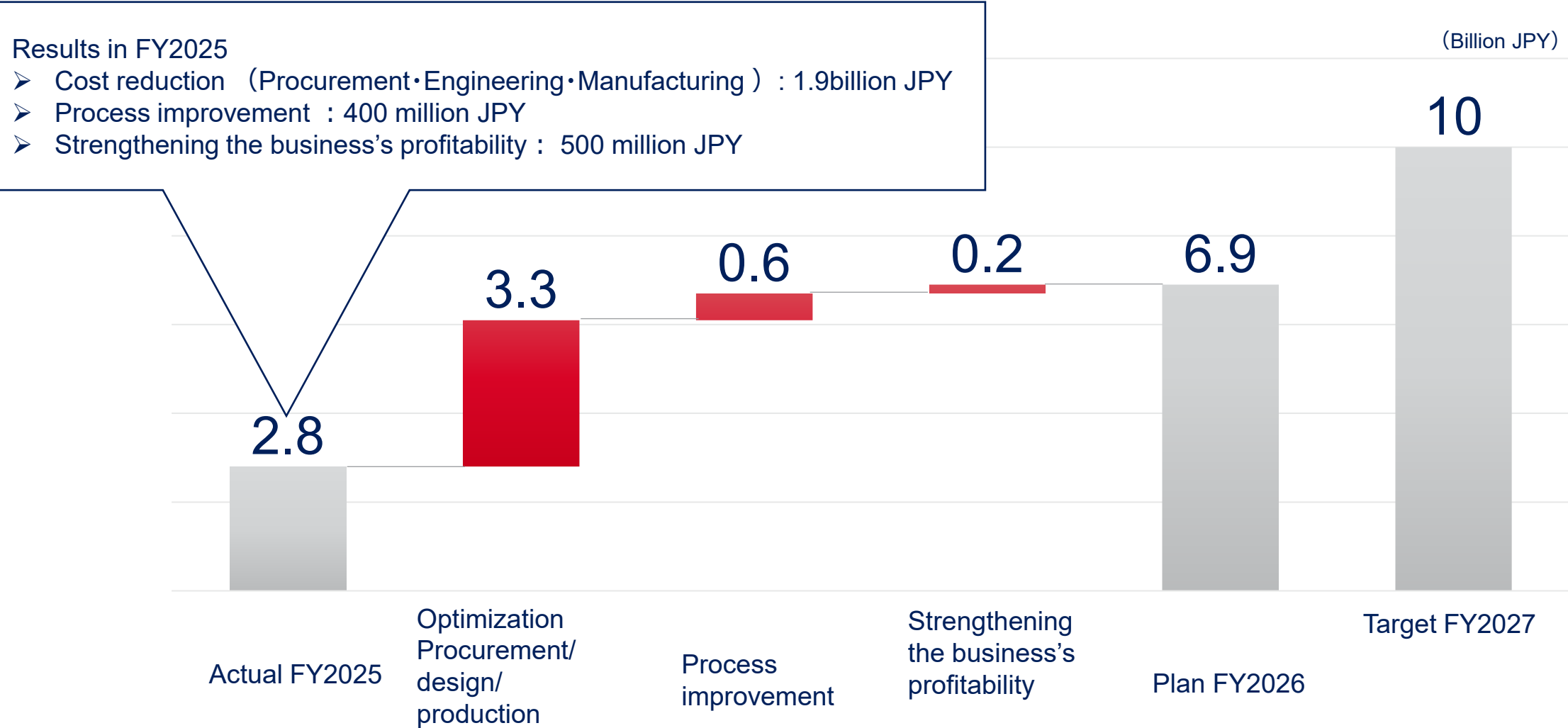
Japan Segment Market Outlook※



※Orr & Boss (based on monetary value, with 2024 coatings market size set as index 100)

Working to strengthen our presence in Japanese market

Cost reduction Update : Progress in structural reforms in Japan



Received the “Excellence and Appreciation Award for Development Division” from Honda Motor Co., Ltd.

Reposted from the Mar 30, 2026 Japan Business Strategy Briefing

Technical Case Study 2

Elemental Technology : Viscosity Control

<When coating>
Smooth Flow = Low Viscosity
Feature : Micro-atomizes under spray pressure

<After coating>
Tight Hold = High Viscosity
Feature : Forms a uniform coating film without sagging

High Viscosity
Low Viscosity

Achieving two opposing viscosities within a single coating material

Product applying this technology

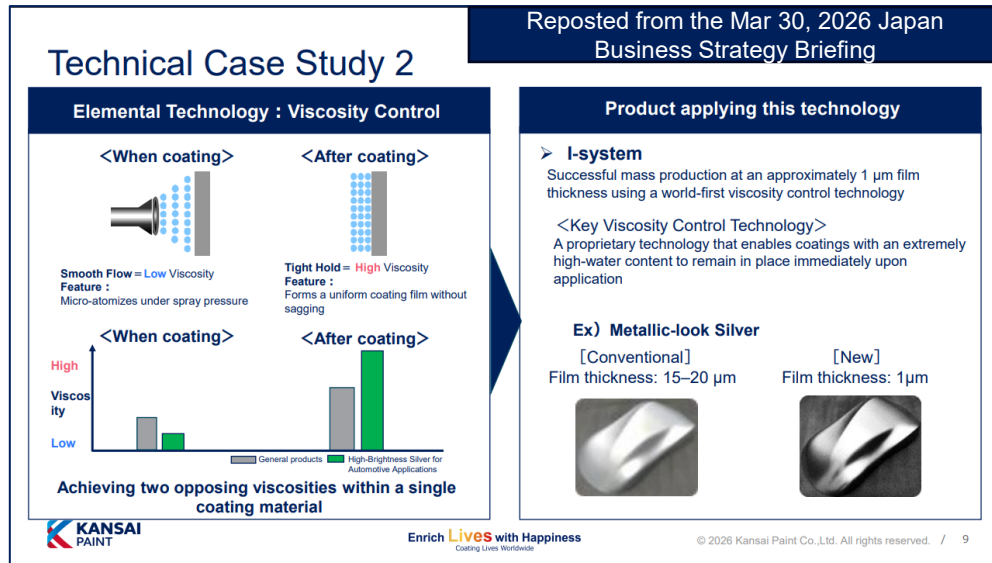
> I-system
Successful mass production at an approximately 1 μm film thickness using a world-first viscosity control technology

<Key Viscosity Control Technology>
A proprietary technology that enables coatings with an extremely high-water content to remain in place immediately upon application

Ex) Metallic-look Silver

[Conventional]
Film thickness: 15–20 μm

[New]
Film thickness: 1 μm



KANSAI PAINT Enrich Lives with Happiness Coating Lives Worldwide © 2026 Kansai Paint Co.,Ltd. All rights reserved. / 9



‘Moonlit White Pearl’ panel

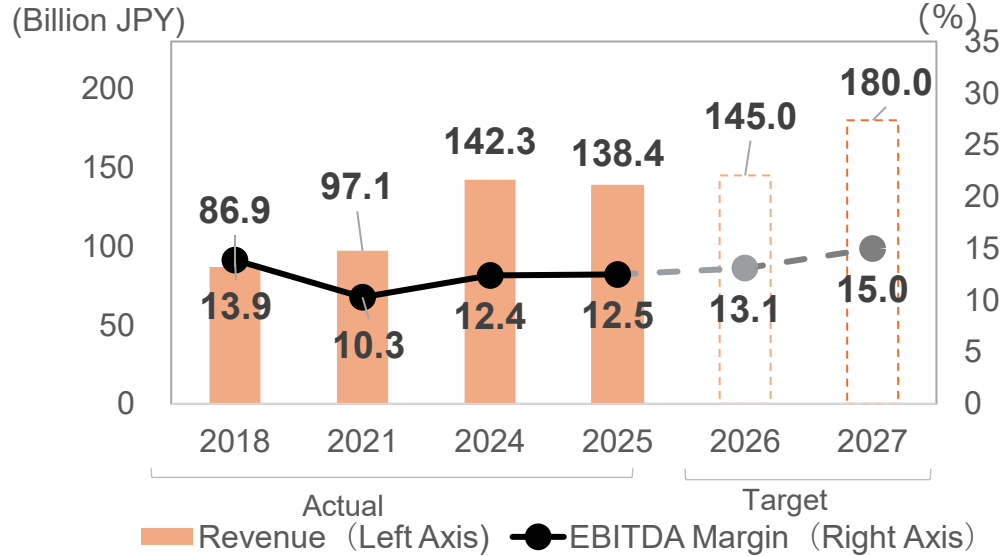
Our proprietary paint technology, I-Crystal, has applied to the body color of the new PRELUDE ‘Moonlit White Pearl’.



Presentation ceremony held on 15 April, 2026

India Segment Strategy

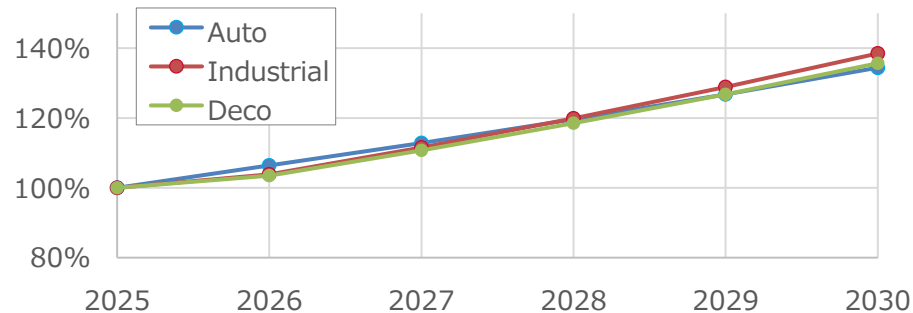
Net Sales/EBITDA margin



Progress on India Segment Strategy










- Three-pillar strategy (Automotive, Industrial and Decorative) are progressing well
 - **Automotive** : Maintaining a high market share and capturing growth markets
 - **Industrial** : Growth exceeding market trends, with a focus on infrastructure and BtoB business
 - **Decorative** : Building high-growth models in premium and niche segments
- Accelerating growth through the expansion of the Group's technologies and products
- Steadily capitalizing on the tailwinds caused by external factors (GST and the recovery in demand)
- Accelerating growth in the industrial sector and improving profitability in the decorative sector

India Segment Market Outlook※



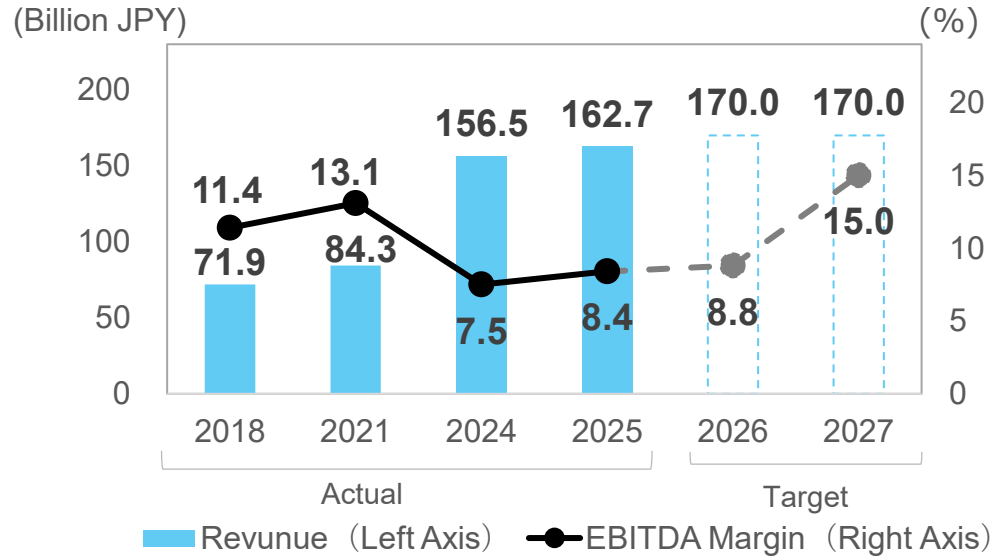
※Orr & Boss (based on monetary value, with 2024 coatings market size set as index 100)

Progress of the Initiative in India

	Project	Wood finish premium	Construction chemicals
Key Achievements / Product Range	<p>Jharkhand High Court</p>  <p>Vidhan Sabha (Raipur)</p>  <p>General Pool Residential Accommodation (Raipur)</p> 	<p>Waterborne coating</p>  <p>Pigmented Wood system</p>  <p>Wood flooring</p> 	<p>Water-proofing</p>  <p>Tile adhesives</p>  <p>Admixture</p> 
Revenue Growth rate FY2024 VS FY2025	13%	19%	100%

Europe Segment Strategy

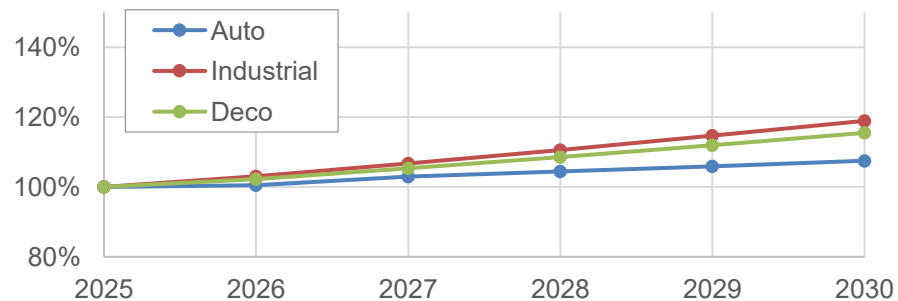
Net Sales/EBITDA margin



Progress on Europe Segment Strategy

- Launch of True Color, a structural reform project
 - Promoting the reorganization of business and organizational structures
 - Focusing resources on high-margin sectors (CPV, ACE and Automotive refinish)
※CPV : Core Plate Varnish
 - Turkey improved profitability despite a high-inflation environment
- < Key Focus Areas for FY2026 >
- Focus on the success of True Color
 - Re-building the Turkey strategy

Europe Segment Market Outlook※



※Orr & Boss (based on monetary value, with 2024 coatings market size set as index 100)

Full implementation of structural reforms

Progress of True Color

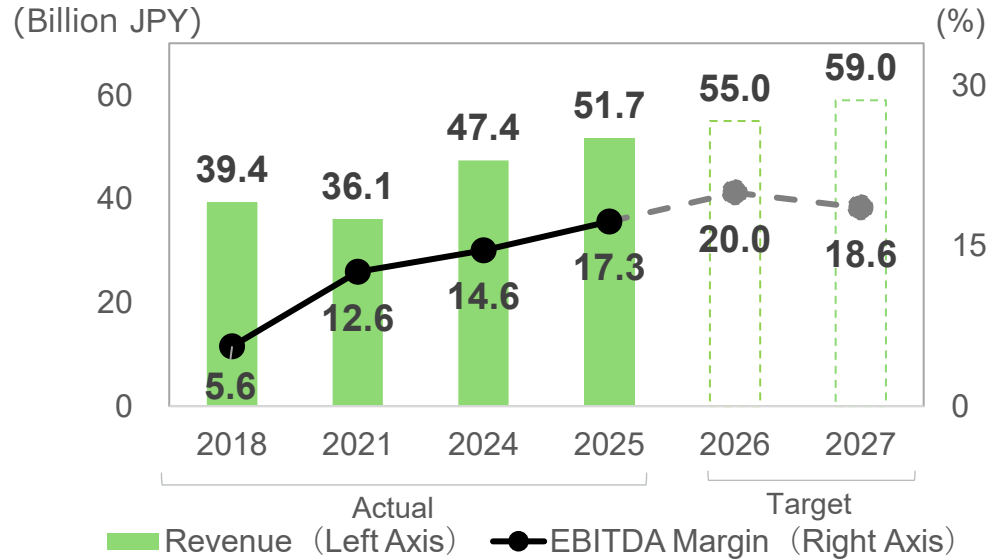
Progress Status : (On Track) ● > ● > ● (Needs Improvement)

	Plan(No. of businesses/sites)		Progress	FY26 Cost(billion JPY)	FY27 EBITDA Impact(billion JPY)
Segment optimization	15→10	Optimize, Divest or close noncore segments	●	3.0	2.0
Production footprint	20→13	Efficiency improvements through consolidation of production sites	●		
Legal entities / way to market	46→28	Consolidation of sales operations and closure of unprofitable locations	●	4.0	2.5
Growth of core businesses	Focusing resources on core businesses		FY27~	—	0.2
			Total	7.0	4.7

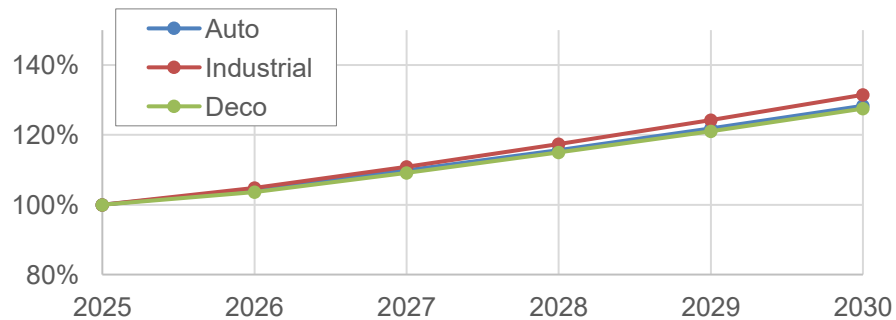
Aiming for an EBITDA margin of 15% by FY2027

Africa Segment Strategy

Net Sales/EBITDA margin



Africa Segment Market Outlook※



※Orr & Boss (based on monetary value, with 2024 coatings market size set as index 100)

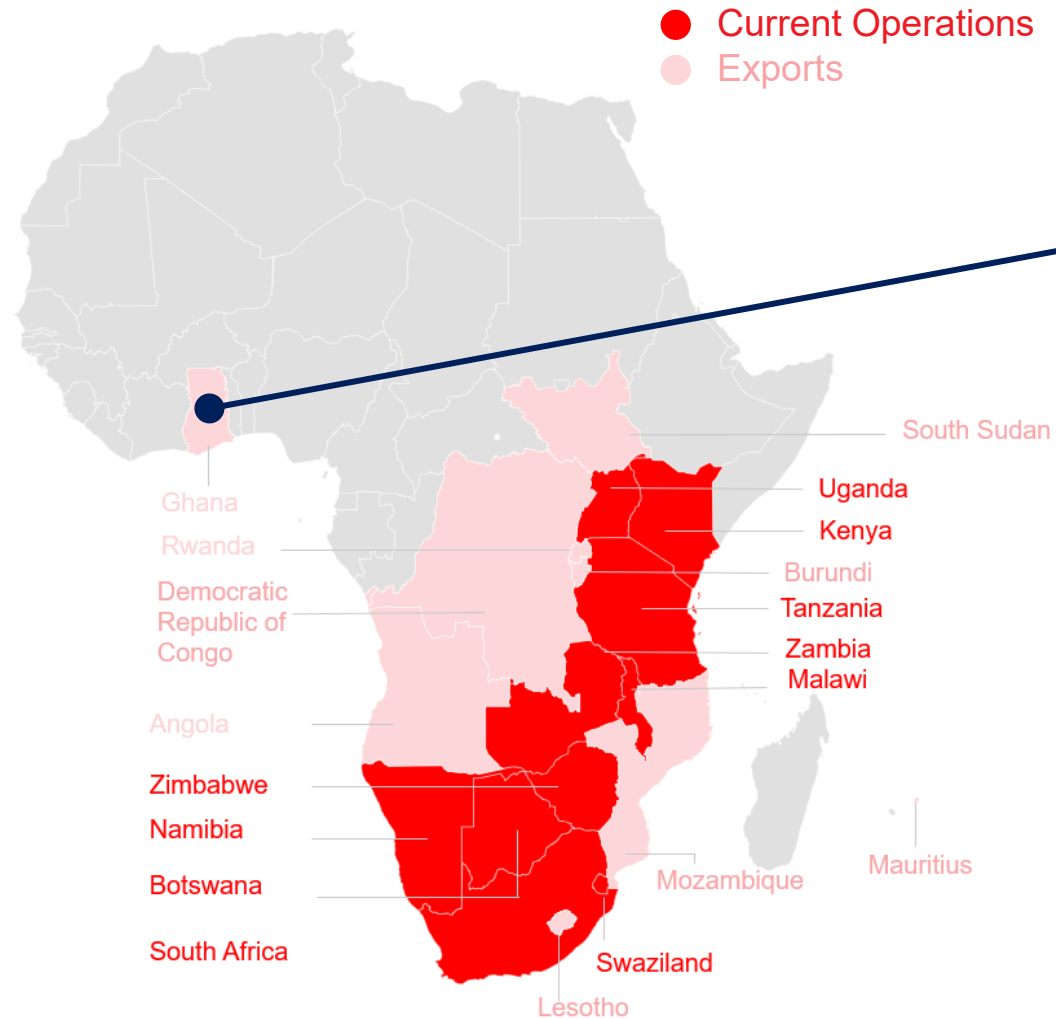
Progress on Africa Segment Strategy

- Performance exceeding the market growth rate
- Progress on the ONE Africa Concept (organization, procurement and brand unification)
- Strengthening the growth engine through institutional reform in East Africa
- Promising results in new markets (Ghana, Rwanda, Angola)

< Key Focus Areas for FY2026 >

- Growth driven by increased volumes in countries where the business is already established
- Increasing the contribution of newly entered markets

Operational Status in Africa



The status of expansion in Africa

Actual case in Ghana



As the Plascon brand was already well established at the time of our entry into the market, we succeeded in setting up exclusive dealerships within a short period of time

Aiming for a dominant No.1 position, powered by strong brand equity

Entering the super-premium market

Acquisition of Versus Paint



【About Versus Paint】

- ❑ Areas of operation : Gauteng Province, including Johannesburg and Pretoria
- ❑ Business : Luxury Coating
- ❑ Market Share : #1 (In the super-premium market)

【 What is Luxury Coating? 】

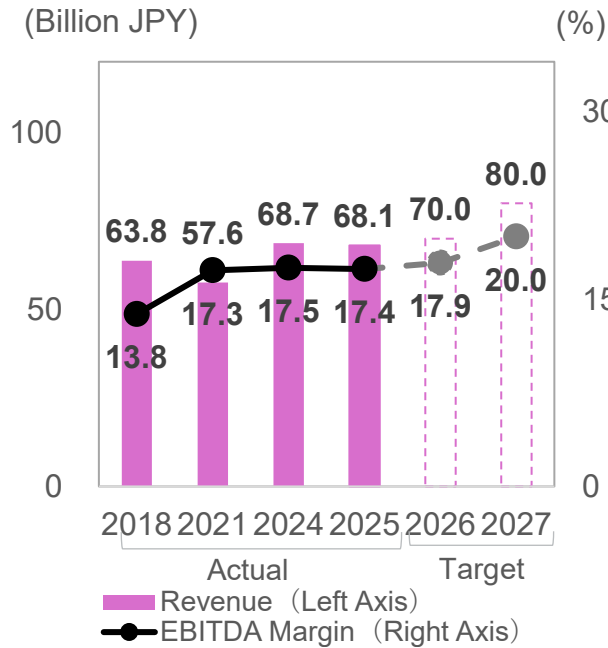
- ❑ **‘Super-premium’** decorative paints designed for luxury residences, designer apartments, offices and hotels of foreign-owned companies, and high-end retail outlets
- ❑ The market is small, but it is a high-margin, growing market

【The Strengths of Versus Paint】

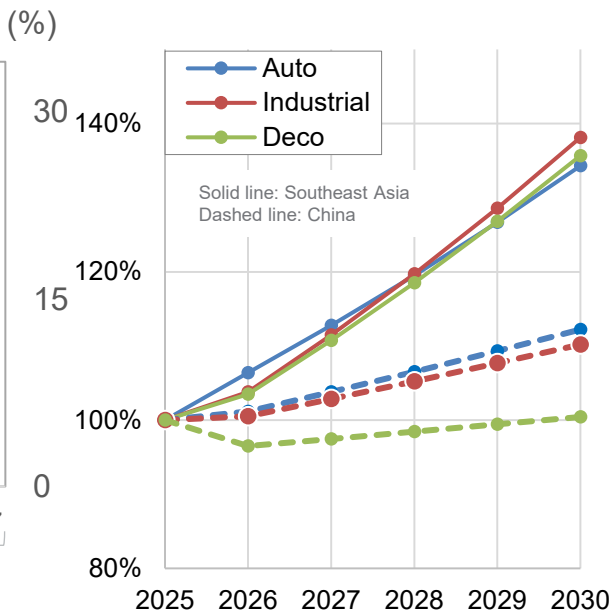
- ❑ A strong track record of working with architects, developers, drafters, designers and contractors
- ❑ Ensuring high-quality painting and customer satisfaction through the work of professionally trained painters
- ❑ Providing unique and tailor-made products

Asia Segment Strategy

Net Sales / EBITDA margin trends



Market Outlook and Forecast*



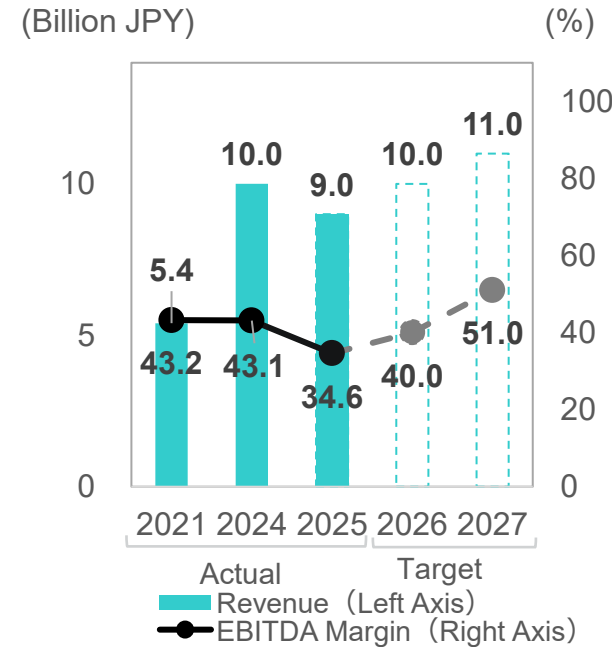
Progress on Asia Segment Strategy

- Enhancing profitability amid market adjustments
- Refinement of strategies for Industrial and decorative sectors

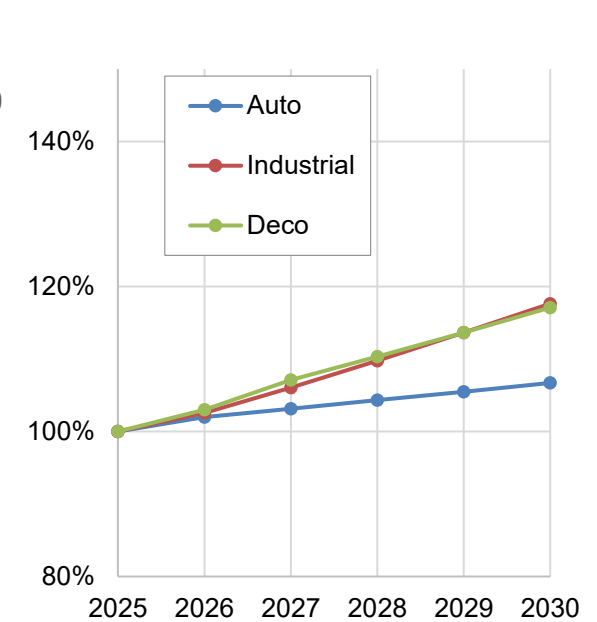
*Orr & Boss (based on monetary value, with 2025 coatings market size set as index 100)

North America Segment Strategy

Net Sales / EBITDA margin trends



Market Outlook and Forecast*



Progress on North America Segment Strategy

- Profit Recovery through Japan-U.S. Collaboration
- Strengthening the foundation for sustainable growth in North America

Reviving a Strong Asia & North America Business through Profitability Improvement

3-3. Head Office

②

Grow Business through New Product Development and DX

- Product Development : Accelerate utilization of MI・AI to R&D
Optimize Allocation of Talent and Location of R&D within the group
(Japan) Development Function to be set within the Business Unit to
Drive New Product Development and Expand to new Customer and Markets
(Europe) Lead the Group as Global Head of Industrial Coatings
- DX : Further Expansion of Global Digital Platform(GDP)
Global IT team and Collaborate Globally
Establish IT Architecture of R&D
Promote Smart Factory and Smart Supply chain
- Talent : As Next Generation Leaders, Develop DX Talent in Various Fields such as Business・IT・R&D・
Production・Supply-chain etc.

③ Optimize Talent Allocation and Development

- Develop Global HR System
- Increase Engagement and Create Vibrant Culture
- Organize Global Talent Pool
- Promote Multi-National Talent Exchange
- Evaluate Correlation of Human Capital and Corporate Value and Prioritize Development of Human Capital
- Train Future Leaders, who Pursues Kansai Mission, Vision and Value

Experts in Accelerating Strategy Execution

Welcomed new members in the beginning of FY2026

Transformation to Data-Driven management and GDP Development



General Manager,
Corporate Planning Division
HOASHI Eiji

➤ Career in a global diversified electronics manufacturer, focusing on **IT/digital**, **diversity**, and **corporate transformation**

Development of a Global HR System



General Manager,
Global HR Division
HOSHINO Mika

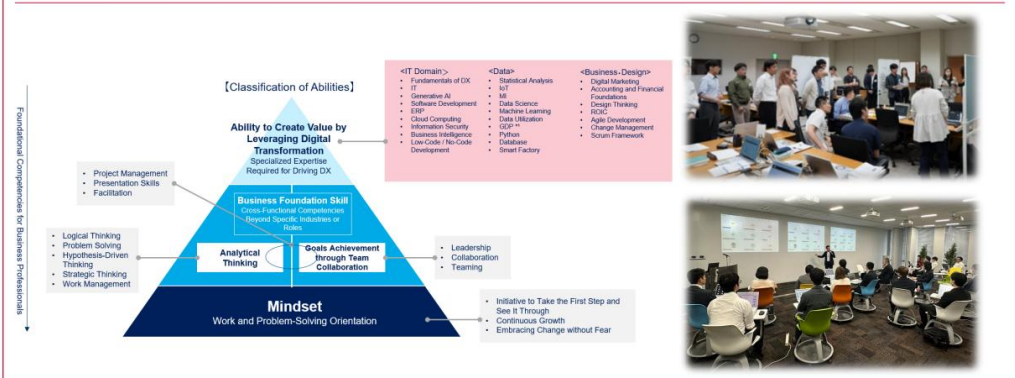
➤ Broad HR experience across multiple industries, multicultural and multinational environments, covering **HR business partnering**, **talent management**, **organizational development**, **HR system design (including compensation)**, and **labor union relations**

Developing DX talent and moving into the implementation phase

22 members of the first DLA graduated and moved into the field

【Human Resource Development】 DLA100 (Digital Leadership Academy 100)

Project to develop 100 leaders in DX promotion and implementation in three years



*GDP: Global Digital Platform



Learn a curriculum that usually corresponds to three years in a year

Enrich Lives with Happiness
Coating Lives Worldwide

Copyright © 2025 Kansai Paint Co., Ltd. All rights reserved.

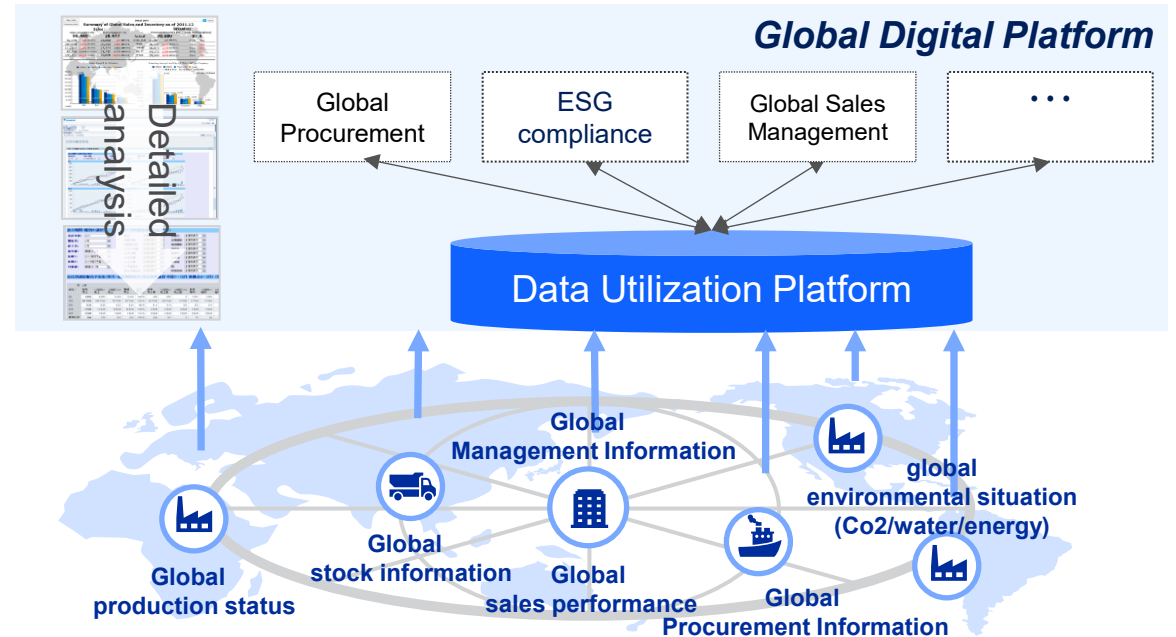


Every member acquired a high level of skills and developed as a leader who drives the organization forward



Lead the implementation of digital transformation going forward

By establishing a unified global code on the **Global Digital Platform** and automatically collecting and utilising sales, production, inventory, procurement and environmental data from all locations, we are driving digital transformation across the entire global organisation.

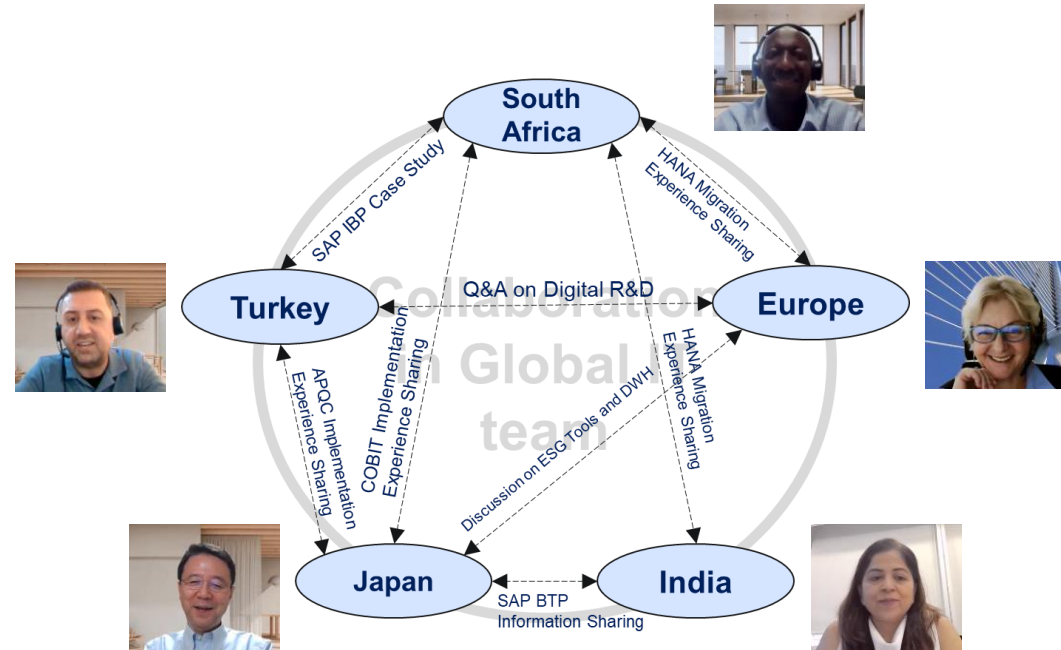


Strengthening global IT collaboration

Progress Status : (On Track) ● > ● > ● (Needs Improvement)

- ✓ Completed analysis and visualization of four overseas companies as planned for FY2025
- ✓ Established benchmark metrics with reference to industry standards such as IPA, JUAS, COBIT, and APQC

		Assessment
Current situation analysis and visualization	<ul style="list-style-type: none"> Completed baseline assessments for each company across the areas of DX utilization, investment optimization, human resources, and standard IT 	●
Metrics and benchmarks	<ul style="list-style-type: none"> Developed benchmarks based on IPA, JUAS, and best practices, and are currently discussing governance 	●
Meetings and reviews	<ul style="list-style-type: none"> Held five global IT meetings, including an in-person session at headquarters in October 	●



Sustainable products

Increase the proportion of sales from products that are friendly to people and the environment, and contribute to the realization of a sustainable society

Our evaluation criteria (compared to 2021)

- ✓ Elimination of Hazardous Chemicals
- ✓ Health
- ✓ Use of sustainable raw materials
- ✓ Use of sustainable packaging
- ✓ Reduce VOC
- ✓ Reduce energy consumption and CO₂ emission
- ✓ Longer life expectancy(durability)

e.g.) Rolling out antibacterial and antiviral products in various countries

Africa



Japan



India



Actual FY2024

16%



Target FY2027

20%

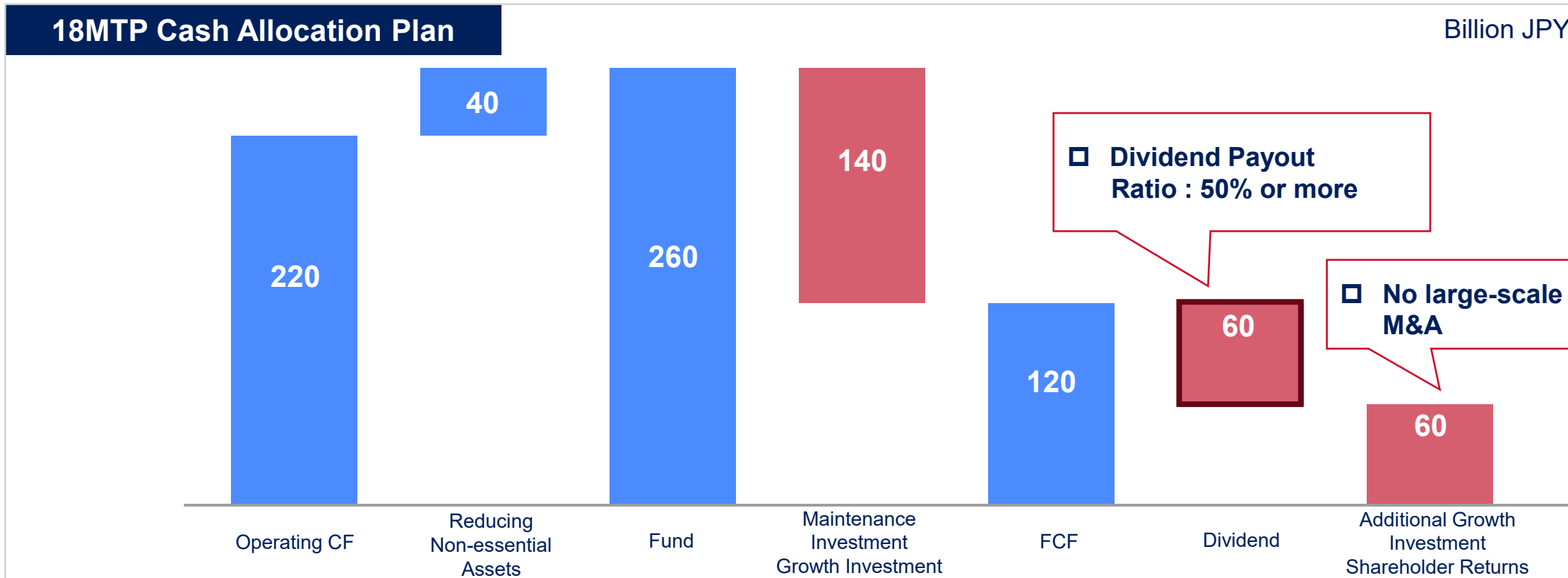
Accelerating the development of sustainable products through co-creation with our customers, with the aim of achieving our KPI 2027 targets

4

Bold Investments and Returns Based on Robust Capital Structure

- Gain More Cash from Successful Robust Business
- Use Earned Cash to Growth Investments and Returns
- Create a Sustainable Growth Cycle with Optimized Capital Structure as Base
- Enable Clear and Promising Return by Disciplined BS Management and Growth
- Continue to Polish Capital Structure through Various Environments

Cash Allocation Update (Actual FY2025)



	Operating CF	Reducing Non-essential Assets	Fund	Maintenance Investment	Growth Investment	FCF	Dividend	Additional Growth Investment	Shareholder Returns
FY2025	67.5	-6.4	61.1	35.5	35.5	25.6	14.8	0	0
Breakdown		Sales of Cross-Shareholdings : 1.9 Sales of Real Estate Assets : 6.6 CCC Improvement : -14.9		Expansion of Oversea Business : 8.9 Restructuring / Efficiency Improvement in Japan : 13.6 Reinforcing Management Infrastructure : 6.5 Maintenance : 9.9					
FY2026									
FY2027									

Pursuing capital efficiency to enhance management quality

ROE (Excluding one-time factors)

FY2021
8.8% → **12.6%**
FY2025

Strategic shareholdings

(As a percentage of consolidated net assets)
FY2021
approx. **16%** → **3%**
FY2025

Annual dividend (Per share)

FY2021
30JPY → **110JPY**
FY2025

Operating cash flow

17 Mid-term plan
approx. **150** billion JPY → **220** billion JPY
18 Mid-term plan
(forecast)
approx.

Total share buybacks

FY2021~FY2025 total
approx. **180** billion JPY

ROIC-WACC spread

FY2021
0.2% → **2.6%**
FY2025

Growth investment

16 Mid-term plan
approx. **40** billion JPY → **140** billion JPY
18 Mid-term plan
(forecast)
approx.

Divestment of low-return assets

Real estate sales

FY2021~FY2025 total
approx. **43** billion JPY

Exit

FY2021~FY2025 total
34 companies

Enrich **Lives** with Happiness