

## KANSAI PAINT ESG DATA



This is a list of the major indexes of E (Environment), S (Social activities) and G (Corporate Governance) of Kansai Paint Group.

KPI2030 Target

## Environment Data

## GHG Emissions (Scope 1 &amp; 2)

|                            |                |                                     | Unit                     | FY2021  | FY2022  | FY2023  | FY2024  | FY2025  | KPI2027 | KPI2030                  |
|----------------------------|----------------|-------------------------------------|--------------------------|---------|---------|---------|---------|---------|---------|--------------------------|
| Non Consolidated           | Location-based | Scope1                              | t-CO <sub>2</sub> eq     | 17,329  | 16,849  | 16,999  | 15,048  | 11,539  |         |                          |
|                            |                | Scope2                              | t-CO <sub>2</sub> eq     | 21,768  | 21,100  | 19,789  | 18,487  | 18,444  |         |                          |
|                            |                | Scope1+2                            | t-CO <sub>2</sub> eq     | 39,096  | 37,949  | 36,789  | 33,534  | 29,983  |         |                          |
|                            |                | Scope1+2 fluctuation                | %                        | based   | Δ2.9%   | Δ5.9%   | Δ14.2%  | Δ23.3%  |         | 30% reduction (vs. 2021) |
|                            |                | GHG Emissions Intensity             | kg-CO <sub>2</sub> eq/kg | 0.222   | 0.211   | 0.203   | 0.192   | 0.169   |         |                          |
|                            | Market-based   | Scope1                              | t-CO <sub>2</sub> eq     | 17,329  | 16,849  | 16,999  | 15,048  | 11,539  |         |                          |
|                            |                | Scope2                              | t-CO <sub>2</sub> eq     | 19,657  | 19,421  | 18,543  | 17,643  | 16,560  |         |                          |
|                            |                | Scope1+2                            | t-CO <sub>2</sub> eq     | 36,986  | 36,269  | 35,543  | 32,690  | 28,099  |         |                          |
|                            |                | Scope1+2 fluctuation                | %                        | based   | Δ1.9%   | Δ3.9%   | Δ11.6%  | Δ24.0%  |         | 30% reduction (vs. 2021) |
|                            |                | GHG Emissions Intensity             | kg-CO <sub>2</sub> eq/kg | 0.210   | 0.202   | 0.196   | 0.187   | 0.158   |         |                          |
| Consolidated <sup>*1</sup> | Location-based | Scope1                              | t-CO <sub>2</sub> eq     | 61,366  | 61,429  | 60,729  | 63,907  | 57,751  |         |                          |
|                            |                | Scope2 Location-based               | t-CO <sub>2</sub> eq     | 138,961 | 139,506 | 140,942 | 125,395 | 115,283 |         |                          |
|                            |                | Scope1+2 Location-based             | t-CO <sub>2</sub> eq     | 200,327 | 200,936 | 201,671 | 189,301 | 173,034 |         |                          |
|                            |                | Scope1+2 fluctuation Location-based | %                        | based   | Δ0.3%   | Δ0.3%   | Δ5.5%   | Δ13.6%  |         | 30% reduction (vs. 2021) |

\*1 Emission factors: In principle, the emission factors defined by the IEA are applied.

\*2 The data covers more than 90% of consolidated sites

## GHG Emissions (Scope 3)

|                  | Category               |        | Unit                                       | FY2021               | FY2022              | FY2023    | FY2024    | FY2025    | KPI2027   | Note                                                                                |
|------------------|------------------------|--------|--------------------------------------------|----------------------|---------------------|-----------|-----------|-----------|-----------|-------------------------------------------------------------------------------------|
| Non Consolidated | Subject                | Cat.1  | Purchase Goods & Services                  | t-CO <sub>2</sub> eq | 396,538             | 384,597   | 383,080   | 402,800   | 376,774   | Emissions related to Raw Material Production, Under investigation (Package related) |
|                  |                        | Cat.2  | Capital Goods                              | t-CO <sub>2</sub> eq | 12,707              | 12,575    | 24,146    | 34,646    | 62,757    |                                                                                     |
|                  |                        | Cat.3  | Fuel and Energy-Related Activities         | t-CO <sub>2</sub> eq | 7,614               | 7,572     | 7,589     | 6,951     | 6,422     |                                                                                     |
|                  |                        | Cat.5  | Waste Generated in Operation               | t-CO <sub>2</sub> eq | 9,269               | 9,790     | 8,699     | 7,171     | 6,935     |                                                                                     |
|                  |                        | Cat.6  | Business Travel                            | t-CO <sub>2</sub> eq | 255                 | 249       | 253       | 245       | 238       |                                                                                     |
|                  |                        | Cat.7  | Employee Commuting                         | t-CO <sub>2</sub> eq | 2,710               | 2,329     | 2,360     | 2,386     | 2,254     |                                                                                     |
|                  |                        | Cat.9  | Downstream Transportation and Distribution | t-CO <sub>2</sub> eq | 9,853               | 10,638    | 9,786     | 8,937     | 9,067     | Calculated product transportation only                                              |
|                  |                        | Cat.12 | End-of-life Treatment of Sold Products     | t-CO <sub>2</sub> eq | 5,252               | 5,497     | 4,616     | 5,077     | 6,958     | Under investigation (disposal of product package)                                   |
|                  |                        | Cat.15 | Investment                                 | t-CO <sub>2</sub> eq | 18,209              | 16,891    | 16,621    | 18,024    | 15,970    | Emissions of "Equity Method Companies"                                              |
|                  | Optional <sup>*1</sup> | Others | Inter-plant logistics                      | t-CO <sub>2</sub> eq | 7,742               | 7,383     | 7,551     | 7,285     | 7,390     |                                                                                     |
|                  |                        | Cat.4  | Upstream Transportation and Distribution   | t-CO <sub>2</sub> eq | Under Investigation |           |           |           |           | Under investigation (include the ones controlled by suppliers)                      |
|                  | Exempt <sup>*2</sup>   | Cat.10 | Processing of Sold Products                | t-CO <sub>2</sub> eq | 2,226,574           | 2,109,711 | 2,042,783 | 1,972,865 | 1,866,800 | Optional, as customers' process                                                     |
|                  |                        | Cat.8  | Upstream leased assets                     | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Not applicable                                                                      |
|                  |                        | Cat.11 | Use of Sold Products                       | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Used as a coating                                                                   |
|                  |                        | Cat.13 | Downstream leased assets                   | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Not applicable                                                                      |
| Consolidated     | Subject                | Cat.1  | Purchase Goods & Services                  | t-CO <sub>2</sub> eq | 2,524,200           | 2,447,771 | 2,510,399 | 2,433,509 | 2,540,382 | Emissions related to Raw Material Production, Under investigation (Package related) |
|                  |                        | Cat.2  | Capital Goods                              | t-CO <sub>2</sub> eq | 73,829              | 52,439    | 74,400    | 102,205   | 120,956   |                                                                                     |
|                  |                        | Cat.3  | Fuel and Energy-Related Activities         | t-CO <sub>2</sub> eq | 46,058              | 46,789    | 48,162    | 45,885    | 41,843    |                                                                                     |
|                  |                        | Cat.5  | Waste Generated in Operation               | t-CO <sub>2</sub> eq | 35,311              | 35,006    | 34,743    | 37,777    | 34,156    |                                                                                     |
|                  |                        | Cat.6  | Business Travel                            | t-CO <sub>2</sub> eq | 2,818               | 3,911     | 4,576     | 5,445     | 4,938     |                                                                                     |
|                  |                        | Cat.7  | Employee Commuting                         | t-CO <sub>2</sub> eq | 20,290              | 18,381    | 19,286    | 20,802    | 20,211    |                                                                                     |
|                  |                        | Cat.9  | Downstream Transportation and Distribution | t-CO <sub>2</sub> eq | 47,544              | 48,771    | 55,879    | 60,143    | 59,283    | Calculated product transportation only                                              |
|                  |                        | Cat.12 | End-of-life Treatment of Sold Products     | t-CO <sub>2</sub> eq | 22,447              | 23,462    | 23,839    | 25,983    | 33,157    | Under investigation (disposal of product package)                                   |
|                  |                        | Cat.15 | Investment                                 | t-CO <sub>2</sub> eq | 18,395              | 17,055    | 16,773    | 18,161    | 16,073    | Emissions of "Equity Method Companies"                                              |
|                  | Optional <sup>*1</sup> | Others | Inter-plant logistics                      | t-CO <sub>2</sub> eq | Under Investigation |           |           |           |           | Under investigation (include the ones controlled by suppliers)                      |
|                  |                        | Cat.4  | Upstream Transportation and Distribution   | t-CO <sub>2</sub> eq | Under Investigation |           |           |           |           | Under investigation (include the ones controlled by suppliers)                      |
|                  | Exempt <sup>*2</sup>   | Cat.10 | Processing of Sold Products                | t-CO <sub>2</sub> eq | 6,843,856           | 6,835,796 | 6,846,747 | 7,310,923 | 7,377,630 | Optional, as customers' process                                                     |
|                  |                        | Cat.8  | Upstream leased assets                     | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Not applicable                                                                      |
|                  |                        | Cat.11 | Use of Sold Products                       | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Used as a coating                                                                   |
|                  |                        | Cat.13 | Downstream leased assets                   | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Not applicable                                                                      |
|                  |                        | Cat.14 | Franchises                                 | t-CO <sub>2</sub> eq | 0                   | 0         | 0         | 0         | 0         | Not applicable                                                                      |

\*1 GHG emissions from painting & drying process are classified to Cat. 10, and optional emission along with Cat. 4

\*2 Cat. 8,11, 13 and 14 all have low contribution, and are exempted

## Energy Consumption

|                            |            | Unit                                             | FY2021 | FY2022  | FY2023  | FY2024  | FY2025  | KPI2027 | KPI2030                  |
|----------------------------|------------|--------------------------------------------------|--------|---------|---------|---------|---------|---------|--------------------------|
| Non Consolidated           | Energy Mix | Primary Energy Consumption                       | GJ     | 779,493 | 775,252 | 766,766 | 709,221 | 586,233 |                          |
|                            |            | Final (Secondary) Energy Consumption             | MWh    | 134,372 | 133,547 | 134,130 | 122,110 | 105,283 |                          |
|                            |            | Final (Secondary) Energy Consumption fluctuation | %      | based   | Δ0.6%   | Δ0.2%   | Δ9.1%   | Δ21.6%  | 20% reduction (vs. 2021) |
|                            |            | Fuel Oil                                         | MWh    | 10,324  | 9,893   | 6,058   | 5,235   | 4,692   |                          |
|                            |            | City Gas                                         | MWh    | 75,996  | 75,808  | 81,944  | 73,068  | 59,288  |                          |
|                            |            | Purchased Electricity                            | MWh    | 48,052  | 47,846  | 46,128  | 43,807  | 41,151  |                          |
|                            |            | Externally supplied heat source                  | MWh    | 0       | 0       | 0       | 0       | 0       |                          |
|                            |            | Green Energy                                     | MWh    | 0       | 0       | 0       | 0       | 152     |                          |
|                            |            | Final (Secondary) Energy Intensity               | kWh/t  | 745.4   | 708.2   | 665.5   | 627.1   | 543.9   |                          |
|                            |            | Use of Renewable Energy                          | %      | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 0.1%    | 15% or higher            |
| Consolidated <sup>*1</sup> | Energy Mix | Final (Secondary) Energy Consumption             | MWh    | 637,797 | 645,428 | 665,484 | 671,797 | 618,979 |                          |
|                            |            | Final (Secondary) Energy Consumption fluctuation | %      | based   | +1.2%   | +4.3%   | +5.3%   | Δ3.0%   | 20% reduction (vs. 2021) |
|                            |            | Fuel Oil                                         | MWh    | 54,828  | 64,277  | 53,637  | 62,421  | 43,067  |                          |
|                            |            | City Gas                                         | MWh    | 140,307 | 227,400 | 238,820 | 245,973 | 239,908 |                          |
|                            |            | Purchased Electricity                            | MWh    | 258,259 | 266,296 | 268,899 | 232,755 | 209,901 |                          |
|                            |            | Externally supplied heat source                  | MWh    | 20,584  | 16,831  | 9,708   | 11,304  | 10,731  |                          |
|                            |            | Green Energy                                     | MWh    | 61,836  | 70,624  | 94,420  | 119,345 | 115,372 |                          |
|                            |            | Final (Secondary) Energy Intensity               | kWh/t  | 420.6   | 435.2   | 440.4   | 444.2   | 411.3   |                          |
|                            |            | Use of Renewable Energy                          | %      | 9.7%    | 10.9%   | 14.2%   | 17.8%   | 18.6%   | 15% or higher            |
|                            |            |                                                  |        |         |         |         |         |         |                          |

\*1 The data covers more than 90% of consolidated sites

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\*1 The results exceed the initial target, leading to an upward revision of the target to 60% or more

\*1 Aggregated sites : All production sites of the Kansai Paint Group

**Environment Data**

## Environmental Accounting / Environmental Regulations

|                  | Unit                                                                        | FY2021 | FY2022 | FY2023 | FY2024 | FY2025                    | KPI2027 | Note |
|------------------|-----------------------------------------------------------------------------|--------|--------|--------|--------|---------------------------|---------|------|
| Non Consolidated | Environmental Conservation Cost Total                                       | JPY-M  | 2,107  | 2,412  | 2,349  | 2,406                     | 1,802   |      |
|                  | Capital Investment Total                                                    | JPY-M  | 337    | 395    | 406    | 416                       | 429     |      |
|                  | Cost Total                                                                  | JPY-M  | 1,770  | 2,017  | 1,943  | 1,990                     | 1,373   |      |
|                  | Pollution Prevention Costs Total                                            | JPY-M  | 308    | 300    | 308    | 354                       | 327     |      |
|                  | Capital Investment                                                          | JPY-M  | 91     | 104    | 99     | 113                       | 131     |      |
|                  | Cost                                                                        | JPY-M  | 217    | 196    | 209    | 241                       | 196     |      |
|                  | Global Environmental Conservation Costs Total                               | JPY-M  | 422    | 469    | 442    | 518                       | 550     |      |
|                  | Capital Investment                                                          | JPY-M  | 98     | 108    | 107    | 117                       | 110     |      |
|                  | Cost                                                                        | JPY-M  | 324    | 361    | 335    | 401                       | 440     |      |
|                  | Resource Circulation Costs Total                                            | JPY-M  | 342    | 357    | 343    | 335                       | 261     |      |
|                  | Capital Investment                                                          | JPY-M  | 0      | 0      | 0      | 0                         | 0       |      |
|                  | Cost                                                                        | JPY-M  | 342    | 357    | 343    | 335                       | 261     |      |
|                  | Management Activity Costs Total                                             | JPY-M  | 111    | 144    | 150    | 139                       | 145     |      |
|                  | Capital Investment                                                          | JPY-M  | 76     | 94     | 107    | 99                        | 110     |      |
|                  | Cost                                                                        | JPY-M  | 35     | 50     | 43     | 40                        | 35      |      |
|                  | R&D Costs Total                                                             | JPY-M  | 834    | 1,034  | 1,003  | 976                       | 438     |      |
|                  | Capital Investment                                                          | JPY-M  | 32     | 25     | 28     | 28                        | 14      |      |
|                  | Cost                                                                        | JPY-M  | 802    | 1,009  | 975    | 948                       | 424     |      |
|                  | Social Activity Costs Total                                                 | JPY-M  | 90     | 108    | 103    | 84                        | 80      |      |
|                  | Capital Investment                                                          | JPY-M  | 40     | 64     | 65     | 58                        | 63      |      |
|                  | Cost                                                                        | JPY-M  | 50     | 44     | 38     | 26                        | 17      |      |
|                  | Environmental Damage Costs Total                                            | JPY-M  | 0      | 0      | 0      | 1                         | 1       |      |
|                  | Capital Investment                                                          | JPY-M  | 0      | 0      | 0      | 1                         | 1       |      |
|                  | Cost                                                                        | JPY-M  | 0      | 0      | 0      | 0                         | 0       |      |
|                  | Any Penalties or Fines for violating environmental regulation               | Y / N  | No     | No     | No     | No                        | No      |      |
|                  | Any Penalties or Fines for violating water sanitation management regulation | Y / N  |        |        |        |                           |         |      |
| Consolidated     | Any Penalties or Fines for violating environmental regulation               | Y / N  | No     | No     | No     | Y / 2 cases <sup>*1</sup> | No      |      |
|                  | Any Penalties or Fines for violating water sanitation management regulation | Y / N  |        |        |        |                           |         |      |

\*1 Fines for environmental law violations (each under USD 10,000) were incurred, but the impact was not significant, and corrective actions and preventive measures have already been completed.  
We will continue to strive to thoroughly comply with laws and regulations and strengthen our internal control system.

## Social Data

|                                                                    |                                                                                        | Unit                                                    | FY2021 | FY2022     | FY2023                  | FY2024                  | FY2025      | KPI2027     |                | KPI2030            |   |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------|--------|------------|-------------------------|-------------------------|-------------|-------------|----------------|--------------------|---|
| Non Consolidated                                                   | Number of Employees                                                                    | Total                                                   | person | 1,531      | 1,537                   | 1,566                   | 1,507       | 1,536       |                | —                  |   |
|                                                                    |                                                                                        | Female                                                  | person | 170        | 181                     | 194                     | 214         | 239         |                | —                  |   |
|                                                                    |                                                                                        | Male                                                    | person | 1,361      | 1,356                   | 1,372                   | 1,293       | 1,297       |                | —                  |   |
|                                                                    | Ratio of Female                                                                        | %                                                       | 11.1%  | 11.8%      | 12.4%                   | 14.2%                   | 15.6%       |             | —              |                    |   |
|                                                                    | Number of Managers                                                                     | Total                                                   | person | 440        | 446                     | 432                     | 344         | 322         |                | —                  |   |
|                                                                    |                                                                                        | Female                                                  | person | 15         | 14                      | 17                      | 15          | 18          |                | —                  |   |
|                                                                    |                                                                                        | Male                                                    | person | 425        | 432                     | 415                     | 329         | 304         |                | —                  |   |
|                                                                    | Ratio of Female                                                                        | %                                                       | 3.4%   | 3.1%       | 3.2%                    | 4.4%                    | 5.6%        | 25%         |                | 30%                |   |
|                                                                    |                                                                                        | Number of New Recruit (new college graduated employees) | Total  | person     | 25                      | 19                      | 28          | 32          | 30             |                    | — |
|                                                                    |                                                                                        |                                                         | Female | person     | 4                       | 3                       | 9           | 14          | 17             |                    | — |
|                                                                    | Male                                                                                   |                                                         | person | 21         | 16                      | 19                      | 18          | 13          |                | —                  |   |
|                                                                    | Ratio of Female                                                                        | %                                                       | 16.0%  | 15.8%      | 32.1%                   | 43.8%                   | 56.7%       |             | —              |                    |   |
|                                                                    | Number of New Recruits (inc. midcarriers, high school and technical college graduates) | Total                                                   | person | 45         | 69                      | 103                     | 70          | 50          |                | —                  |   |
|                                                                    |                                                                                        | Female                                                  | person | 5          | 16                      | 27                      | 22          | 24          |                | —                  |   |
|                                                                    |                                                                                        | Male                                                    | person | 40         | 53                      | 76                      | 48          | 26          |                | —                  |   |
|                                                                    | Ratio of Female                                                                        | %                                                       | 11.1%  | 23.2%      | 26.2%                   | 31.4%                   | 48.0%       |             | —              |                    |   |
|                                                                    | Average years of Employment                                                            | Total                                                   | years  | 20.7       | 20.5                    | 20.0                    | 19.5        | 19.1        |                | —                  |   |
|                                                                    |                                                                                        | Male                                                    | years  | 20.8       | 20.8                    | 20.5                    | 20.2        | 19.9        |                | —                  |   |
|                                                                    |                                                                                        | Female                                                  | years  | 19.4       | 18.3                    | 16.7                    | 15.0        | 14.5        |                | —                  |   |
|                                                                    | Average Overtime / month                                                               | hours                                                   | 6.1    | 7.1        | 8.0                     | 8.6                     | 12.9        |             | —              |                    |   |
|                                                                    | Gender Wage Gap                                                                        | %                                                       | —      | 73.6%      | 75.0%                   | 75.8%                   | 74.3%       |             | —              |                    |   |
|                                                                    | Number of Paid Leave took                                                              | days                                                    | 12.9   | 13.7       | 15.1                    | 14.0                    | 14.4        |             | —              |                    |   |
|                                                                    | Employees Rate of Taking Paternity Leave                                               | %                                                       | —      | 31.3%      | 74.2%                   | 63.5%                   | 65.7%       |             | —              |                    |   |
|                                                                    | Employment Rate of people with Disabilities                                            | %                                                       | 2.3%   | 2.3%       | 2.3%                    | 2.2%                    | 2.9%        |             | —              |                    |   |
|                                                                    | Number of Employees taking Maternity Leave                                             | Total                                                   | person | 30         | 19                      | 28                      | 38          | 31          |                | —                  |   |
|                                                                    |                                                                                        | Female                                                  | person | 4          | 4                       | 5                       | 4           | 4           |                | —                  |   |
|                                                                    |                                                                                        | Male                                                    | person | 26         | 15                      | 23                      | 34          | 27          |                | —                  |   |
|                                                                    | Number of Employees taking Family Care Leave                                           | person                                                  | 0      | 0          | 0                       | 0                       | 0           |             | —              |                    |   |
|                                                                    | Number of Employees taking Nursing Care Leave                                          | person                                                  | 0      | 1          | 1                       | 1                       | 1           |             | —              |                    |   |
|                                                                    | Separation Rate                                                                        | Total Separation Rate                                   | %      | 3.2%       | 5.5%                    | 4.1%                    | 8.6%        | 5.6%        |                | —                  |   |
|                                                                    |                                                                                        | Voluntary Separation Rate                               | %      | 0.7%       | 2.5%                    | 1.9%                    | 5.4%        | 3.4%        |                | —                  |   |
|                                                                    |                                                                                        | Occupational Accidents                                  | cases  | 2          | 1                       | 1                       | 1           | 2           |                | —                  |   |
|                                                                    | Full-time Employees & Fixed-term Employees                                             | Fatal Accidents                                         | cases  | 0          | 0                       | 0                       | 0           | 0           |                | —                  |   |
|                                                                    |                                                                                        | Serious Accidents                                       | cases  | 0          | 0                       | 0                       | 0           | 0           |                | —                  |   |
|                                                                    |                                                                                        | Requiring Time Off                                      | cases  | 2          | 1                       | 1                       | 1           | 2           |                | —                  |   |
|                                                                    | Accident Frequency Rate (ILO Standard) Work Accident Severity Rate                     |                                                         |        | 0.59       | 0.30                    | 0.29                    | 0.30        | 0.49        | 1.7            | 1.5 or less        |   |
|                                                                    | Severity of occupational accidents                                                     |                                                         |        | 0.03       | 0.05                    | 0.00                    | 0.00        | 0.00        |                |                    |   |
|                                                                    | Number of Employees taking Safety Training <sup>*1</sup>                               | person                                                  |        | 1,721      | 1,808                   | 1,625                   | 1,639       | 0           |                | —                  |   |
|                                                                    | Patent held                                                                            | Total                                                   | cases  | 1,323      | 1,285                   | 1,287                   | 1,301       | 1,282       |                | —                  |   |
|                                                                    |                                                                                        | Japan                                                   | cases  | 783        | 730                     | 713                     | 710         | 704         |                | —                  |   |
|                                                                    |                                                                                        | Overseas                                                | cases  | 540        | 555                     | 574                     | 591         | 578         |                | —                  |   |
|                                                                    | Connecting to the Future Program <sup>*2</sup>                                         | cases                                                   |        | —          | —                       | —                       | 21          | 32          |                | —                  |   |
|                                                                    | Employee Engagement Survey                                                             | %                                                       | 100%   | 100%       | 100%                    | 100%                    | 100%        | 100%        |                | 100% execution     |   |
|                                                                    | Disseminate Employee about the KP way                                                  | %                                                       |        |            | Promoting Dissemination |                         |             |             |                |                    |   |
|                                                                    | Health Management Adaption <sup>*3</sup>                                               | %                                                       | —      | —          | —                       | 100%                    | 100%        |             |                |                    |   |
|                                                                    | Consolidated                                                                           | Number of Employees                                     | Total  | person     | 15,670                  | 16,236                  | 16,844      | 17,414      | 16,704         |                    | — |
|                                                                    |                                                                                        |                                                         | Female | person     | 2,655                   | 2,775                   | 2,829       | 2,978       | 2,869          |                    | — |
|                                                                    |                                                                                        |                                                         | Male   | person     | 13,015                  | 13,461                  | 14,015      | 14,436      | 13,835         |                    | — |
|                                                                    |                                                                                        | Ratio of Female                                         | %      | 16.9%      | 17.1%                   | 16.8%                   | 17.1%       | 17.2%       |                | —                  |   |
| Total                                                              |                                                                                        |                                                         | person | 2,115      | 2,284                   | 2,193                   | 2,169       | 2,107       |                | —                  |   |
| Female                                                             |                                                                                        |                                                         | person | 308        | 344                     | 313                     | 313         | 301         |                | —                  |   |
| Ratio of Female                                                    |                                                                                        | %                                                       | 14.6%  | 15.1%      | 14.3%                   | 14.4%                   | 14.3%       |             | 30% or more    |                    |   |
|                                                                    |                                                                                        | Occupational accidents                                  | cases  | 161        | 179                     | 210                     | 122         | 164         |                | —                  |   |
|                                                                    |                                                                                        | Fatal Accidents                                         | cases  | 1          | 0                       | 0                       | 1           | 0           |                | —                  |   |
| Full-time Employees & Fixed-term Employees                         |                                                                                        | Serious Accidents                                       | cases  | 5          | 3                       | 4                       | 1           | 2           |                | —                  |   |
|                                                                    |                                                                                        | Requiring Time Off                                      | cases  | 68         | 75                      | 73                      | 63          | 66          |                | —                  |   |
|                                                                    |                                                                                        | Non requiring Time Off                                  | cases  | 87         | 101                     | 133                     | 57          | 96          |                | —                  |   |
| Accident Frequency Rate (ILO Standard) Work Accident Severity Rate |                                                                                        | cases                                                   | 2.3    | 2.4        | 2.1                     | 1.9                     | 1.8         | 1.7         |                | 1.5 or less        |   |
| Development Themes related to Sustainability                       |                                                                                        | % of contributing themes                                | %      |            |                         | Refining the definition |             |             |                | 80% or more        |   |
| Connecting to the Future Program <sup>*2</sup>                     |                                                                                        | cases                                                   |        | —          | —                       | —                       | 224         | 367         |                | 1000 cases or more |   |
| Amount of Contribution                                             |                                                                                        | JPY                                                     |        | 44,609,780 | 44,090,009              | 70,750,958              | 290,657,612 | 301,733,224 |                |                    |   |
| Employee Engagement Survey                                         |                                                                                        | %                                                       | 10%    |            | 10%                     | 32%                     | 66%         | 66%         |                | 100% execution     |   |
| Disseminate Employee about the KP way                              | %                                                                                      |                                                         |        |            | Promoting Dissemination |                         |             |             | 100% execution |                    |   |
| Health Management Adaption <sup>*3</sup>                           | %                                                                                      | —                                                       | —      | —          | —                       | 60%                     | 78%         |             | 100% execution |                    |   |

\*1 In FY2025, the timing of safety education was revised, resulting in zero participants.

\*2 Social contribution activities deployed as one of the non-financial targets, under our aspiration of "Enrich Lives with Happiness."

\*3 Physical health, Mental health, Satisfaction with work, and Safety—as the foundation promoting our health management.

\*4 Sustainability products are defined based on our originality evaluation criteria.

## Governance Data

|                  |                                                      | Unit                                        | FY2021 | FY2022 | FY2023 | FY2024 | FY2025  | KPI2027 | KPI2030               |
|------------------|------------------------------------------------------|---------------------------------------------|--------|--------|--------|--------|---------|---------|-----------------------|
| Non Consolidated | Board of Directors                                   | Total                                       | person | 12     | 12     | 13     | 11      | 10      | —                     |
|                  |                                                      | Female                                      | person | 1      | 1      | 2      | 3       | 3       | —                     |
|                  |                                                      | Male                                        | person | 11     | 11     | 11     | 8       | 7       | —                     |
|                  | Ratio of Female                                      | %                                           |        | 8.3%   | 8.3%   | 15.3%  | 27.2%   | 30.0%   | 30% or more           |
|                  |                                                      | Directors                                   | JPY-M  | —      | —      | —      | 498(40) | 409(42) | ( ) Outside Directors |
|                  |                                                      | (excluding Audit and Supervisory Committee) | JPY-M  | —      | —      | —      | 198(40) | 183(42) | ( ) Outside Directors |
|                  |                                                      | Performance-linked                          | JPY-M  | —      | —      | —      | 214     | 163     | —                     |
|                  | Compensation by type of Directors                    | Audit and Supervisory Committee             | JPY-M  | —      | —      | —      | 85      | 62      | —                     |
|                  |                                                      | Total Compensation                          | JPY-M  | —      | —      | —      | 42(18)  | 64(27)  | ( ) Outside Directors |
|                  |                                                      | Member Director                             | JPY-M  | —      | —      | —      | —       | —       | —                     |
|                  | Compensation by type of Directors                    | Auditors(exclude Outside Directors)         | JPY-M  | —      | —      | —      | 21(5)   | —       | ( ) Outside Directors |
|                  |                                                      | Total Compensation                          | JPY-M  | —      | —      | —      | —       | —       | —                     |
|                  |                                                      | Directors                                   | JPY-M  | 283    | 333    | 342    | —       | —       | —                     |
|                  | Compensation by type of Directors                    | Base Compensation                           | JPY-M  | 111    | 125    | 120    | —       | —       | —                     |
|                  |                                                      | Performance-linked                          | JPY-M  | 137    | 151    | 157    | —       | —       | —                     |
|                  |                                                      | Auditors                                    | JPY-M  | 35     | 57     | 65     | —       | —       | —                     |
|                  | Auditors                                             | Total Compensation                          | JPY-M  | 64     | 64     | 64     | —       | —       | —                     |
|                  |                                                      | Outside Directors                           | JPY-M  | 55     | 55     | 45     | —       | —       | —                     |
|                  |                                                      | Fees paid to the auditor                    | JPY-M  | 56     | 58     | 65     | 89      | 81      | —                     |
|                  | Claw-back or Malus Provision exists for remuneration | Periodic evaluation of board effectiveness  | Yes    | Yes    | Yes    | Yes    | Yes     | Yes     | —                     |
|                  |                                                      | Fines and penalties relating to corruption  | JPY    | 0      | 0      | 0      | 0       | 0       | —                     |
|                  |                                                      | Any Political Donations during the period   | Y / N  | No     | No     | No     | No      | No      | —                     |
| Consolidated     | Any Political Donations during the period            |                                             | Y / N  | No     | No     | No     | No      | No      | —                     |