

Basic Policy on Customer Harassment

Kansai Paint Group
Established: October 1, 2026

1. Introduction (Purpose)

Guided by our commitment to “Enrich Lives with Happiness”, the Kansai Paint Group responds sincerely to the opinions and requests of customers, including business partners and others who have a relationship with the business activities of the Kansai Paint Group.

At the same time, customers may on occasion engage in conduct that exceeds the bounds of what is socially acceptable. Such conduct undermines the dignity of those working for the Kansai Paint Group, including officers, employees, and temporary agency workers (collectively, “Employees”), and adversely affects the working environment. The Kansai Paint Group does not tolerate such conduct.

The Kansai Paint Group has established this Policy to address customer harassment as defined below. By communicating this Policy both internally and externally, while taking into account the laws and regulations of each country, the Kansai Paint Group seeks to ensure a safe and secure working environment for Employees and to maintain sound and positive relationships with customers.

2. Definition (Customer Harassment in the Workplace)

For the purposes of this Policy, “Customer Harassment” means conduct that meets all of the following three criteria:

- (1) Conduct by a customer in the workplace, including the customer’s office, a restaurant or other location used for a meeting with the customer, or the customer’s residence;
- (2) Conduct that, in light of the nature of the Employees’ duties and other relevant circumstances, exceeds the bounds of what is socially acceptable; and
- (3) Conduct that, as a result, adversely affects the Employees’ working environment.

[Important Notes]

Not all complaints or requests from customers constitute Customer Harassment. We will respond sincerely to opinions and requests that are objectively reasonable and to reasonable discussions.

Customer Harassment is not limited to in-person conduct. It also includes conduct by telephone, email, social media, or other online means.

3. Examples of Conduct Covered by this Policy

The following are examples only and are not exhaustive. Each case will be assessed comprehensively in light of its particular circumstances, including the purpose and background of the conduct, the content and nature of the relevant work, and the manner, frequency, and duration of the conduct.

- Demands made without reasonable grounds, or demands unrelated to the relevant products or services
- Demands that substantially exceed the scope contemplated by the applicable contract, specifications, quotation terms, or other agreed conditions
- Demands that are extremely difficult or impossible to accommodate
- Unreasonable demands for damages, discounts, compensation, or other concessions
- Physical aggression, such as assault, bodily injury, or throwing objects
- Psychological aggression, such as threats, defamation, damage to reputation, insults, abusive language, or demands for an apology or that a person kneel and bow
- Intimidating, persistent, or repeated conduct, such as repeatedly making the same demands, insisting on being handled by a particular individual or person in a particular position, prolonged telephone calls or detention, or refusing to leave premises

- Unauthorized photography or recording, posting personal information, images, audio, or video on social media or other online platforms, or threatening to terminate business dealings or spread negative information
- Discriminatory or sexual remarks or conduct, stalking, or similar conduct

4. Our Basic Approach

The Kansai Paint Group seeks to resolve issues through reasonable and constructive dialogue.

If conduct is determined to constitute Customer Harassment, the Kansai Paint Group may take such measures as are necessary to protect Employees. Such measures may include suspending or terminating the interaction, changing the method of communication or response, coordinating with relevant departments or external professionals, and consulting with or reporting the matter to the police or other relevant authorities.

The Kansai Paint Group likewise does not tolerate harassment or other inappropriate conduct by Employees toward customers. The Kansai Paint Group will provide the necessary communication and awareness-raising to help ensure that Employees do not engage in such conduct.

This Policy is the common basic policy of the Kansai Paint Group. Each Group company or region may establish additional rules or procedures as necessary, taking into account its business characteristics and applicable local laws and regulations.

The Kansai Paint Group will continue striving to provide better products and services and to earn the satisfaction of its customers.

We respectfully ask for your continued understanding and cooperation.