

Contents

02	At a Glance	56	Environment
04	Financial and Non-Financial Highlights	69	Society
06	Message from the President		Human Resources Strategy
12	Value Creation Journey		Message from the General Manager of HR and Administrative Division
14	Value Creation Process		Talent Development
16	Details of the Value Creation Process	76	Corporate Governance
18	Kansai Paint's Materiality		Status of Deliberations by, and Evaluation of the Effectiveness of the Board of Directors Meeting
24	Message from Vice President TAKAHARA		Message from an Outside Director
28	Review of the 16th Medium-term Management Plan		Board of Directors, Audit & Supervisory Board Members and Executive Officers
30	Risks and Opportunities		Risk Management
32	The 17th Medium-term Management Plan		Compliance
34	International Business Unit	86	Review and Analysis of Major Consolidated Business Results
38	Global Automotive Business Unit	88	Summary of Consolidated Financial Indicators
42	Japan Business Unit	90	Consolidated Balance Sheets
46	Supply Chain Renewal	91	Consolidated Statements of Income/ Consolidated Statements of Comprehensive Income
	Corporate Production, Supply Chain Management (SCM), and Procurement	92	Consolidated Statements of Changes in Net Assets
48	Corporate Research and Development	94	Consolidated Statements of Cash Flows
50	New Business (E-commerce)	95	Corporate Information
52	IT Strategy	96	Investor Relations

Editorial Policy

With respect to the Group's value creation model as a corporate group transforming itself from Good to Great, *Integrated Report 2022* has been formulated in accordance with the International Integrated Reporting Framework of the IFRS Foundation. The report also highlights the Kansai Paint Group's efforts, centered on the 17th Medium-term Management Plan announced in November 2021, to continuously increase its corporate value. The report aims to create a virtuous cycle of enhancing our business and fostering mutual understanding through dialogue with all stakeholders, including our shareholders.

Key Initiatives Referenced

- The International Integrated Reporting Framework, published by the IFRS Foundation
- Task Force on Climate-related Financial Disclosures (TCFD)
- GRI Standards, published by the Global Reporting Initiative
- SASB Standards, published by the IFRS Foundation

Reporting Period and Scope

Reporting Period: FY2021 (April 1, 2021 to March 31, 2022), including some content for FY2022.

Scope of the Report: Kansai Paint Co., Ltd. and the Kansai Paint Group (consolidated subsidiaries) are included in the scope of this report. Matters that fall outside the scope of this report shall be clearly indicated as such.

Improvements from the Previous Fiscal Year's Integrated Report

- Greater scope of reporting in line with global information sharing within the Group
- Consideration of climate change risks and endorsement of the TCFD's recommendations
- Interviews with the president, vice president, and outside directors

Disclaimer

This report contains forward-looking statements based on plans, forecasts, and management plans and policies as of the date of publication. Forward-looking statements are based on judgments made at the time of creating the statements. Changes in various conditions may cause the results of future business activities or events to differ from the forecasts.