3.1. Long-term management strategy

The Kao Group's vision for 2030 focuses on balancing profitable and sustainable growth with a significant contribution to society. Our aim is to establish a global presence that delivers real value to people, the planet and our stakeholders, ensuring that our operations remain relevant in a constantly evolving environment. Through our ESG initiatives, we aspire to maintain this relevance and strengthen trust in the way we operate.

In 2023, Kao established its Corporate Governance Policy with the aim of strengthening long-term value creation and consolidating responsible management practices. This policy reflects our commitment to The Kao Way corporate philosophy and underpins our aspiration to contribute to a Kirei World, where people and the planet thrive together. The policy sets out clear principles to ensure transparent, fair and timely decision-making, incorporating the expectations of our stakeholders and anticipating emerging risks.

Strong governance is essential to advancing the Group's sustainability ambitions. We are therefore constantly working to improve our governance systems and operational practices, strengthening the mechanisms that enable us to prevent, detect and manage legal, regulatory and reputational risks. This approach not only safeguards the integrity of the company, but also creates opportunities to strengthen the trust of our stakeholders and ensure business continuity.

In this context, the governance strategy includes specific measures to mitigate critical risks and negative impacts, enhance positive impacts, and capitalise on the opportunities identified in the double materiality analysis.

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3.2. Effective corporate governance

Our approach to governance is based on four key pillars:

- To establish robust management structures that enable effective oversight and clear accountability, particularly in relation to identified risks such as regulatory non-compliance or potential exposure to corrupt practices, which could have significant reputational and legal consequences.
- Maintain robust internal control systems that safeguard regulatory compliance, ethical conduct and operational integrity, strengthening crime prevention and the early detection of transactions with sanctioned entities, thereby protecting business continuity and the integrity of commercial relationships.
- To respond proactively to emerging risks and opportunities, integrating sustainability into strategic decision-making and strengthening key areas such as information security and data protection, in light of the risk of cyberattacks or data breaches that could compromise sensitive information.
- To promote responsible and transparent conduct, in line with our corporate purpose of 'Walking the right path', by harnessing the positive impact of implementing strict codes of conduct, training programmes and ethics channels that guarantee whistleblower protection and foster a culture of integrity.

Through these efforts, Kao is reinforcing a governance framework that underpins sustainable business growth, builds stakeholder trust and enables the company to fulfil its long-term responsibility towards society and the environment.

All KCE holding companies are assessed annually by EcoVadis on aspects such as anti-corruption controls, anti-competitive practices and responsible information management.

These assessments confirm that KCE has a structured approach to sustainability, with commitments, policies and concrete actions, as well as detailed information on their implementation across all the Group's subsidiaries. This process also helps to identify opportunities for improvement and to enhance transparency in areas of critical importance to the company.

The KCE Group operates under a corporate governance framework designed to ensure ethical and responsible management in compliance with applicable regulations across all its subsidiaries, in line with the principles and standards of the Kao Group.

Throughout 2025, the focus was on strengthening anti-money laundering systems, the fight against corruption, sanctions management and the consolidation of the compliance framework. Progress was also made in strengthening ethical channels, information security governance and data protection, ensuring a consistent and uniform approach across the KCE Group. These measures directly address the risks identified in the double materiality analysis and enable the Group to capitalise on key opportunities, such as improving the trust of customers and partners, reducing operational risks and consolidating a corporate culture based on integrity.

3.2.1 Prevention of money laundering

With regard to anti-money laundering (AML), KCE applies the Kao Global Anti-Money Laundering Policy, supplemented by the KCE Anti-Money Laundering Policy, which applies to all subsidiaries. This regulatory framework sets out definitions, risk assessment criteria, operational procedures, departmental responsibilities and escalation procedures, ensuring a consistent approach aligned with Kao Group standards.

All subsidiaries of the KCE Group have a local AML committee responsible for overseeing the implementation of the policy, coordinating preventive measures and carrying out regular monitoring. Furthermore, each subsidiary has documented local procedures that integrate AML controls into cross-functional processes, customer and supplier registration, payments and accounting controls; thus, although they are not always explicitly referred to as "AML procedures", they incorporate safeguards consistent with the corporate approach.

The subsidiaries KCSA and KCHI deliver AML training every two years, whilst QK and KCG are making progress towards standardising the frequency, content and coverage metrics. The AML committees carry out regular internal reviews to verify the effectiveness of controls and monitor the implementation of corrective actions.

This system addresses risks identified in the double materiality analysis, such as potential exposure to transactions linked to illegal activities or sanctioned counterparties, which could result in legal sanctions and reputational damage. The existence of cross-functional controls, regular training and ongoing review mechanisms enables us to anticipate these risks and strengthen the integrity of the Group's financial transactions.

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3.2.2 Prevention of bribery and corruption

KCE adheres to the Kao Group Anti-Bribery Guidelines, which govern the handling of gifts, hospitality and donations; dealings with public officials; the approval of exceptions; and the accounting records required for compliance purposes. This framework is supplemented by internal controls, including:

— Limits and authorisations for invitations and gifts.
— Due diligence procedures for business partners and suppliers.
— Documentation requirements and traceable records in the accounts for audit purposes.

In February 2025, the KCE Board approved the Supplier Code of Conduct, which incorporates ethical and compliance requirements into its relationship with the supply chain. Adherence to this code is mandatory in supplier selection and management processes, thereby strengthening the prevention of bribery and corruption throughout the value chain.

Each subsidiary provides specific training on bribery prevention tailored to its area of operation and disseminates Kao Japan's guidelines, including an annual reminder. The KCE Group is working to standardise the frequency and scope of this training, with the aim of ensuring the consistent and effective implementation of anti-corruption guidelines across the Group.

This set of measures addresses risks identified in the double materiality analysis, such as potential unwitting involvement in cases of corruption or the absence of effective controls, which could lead to legal liability and reputational damage.

At the same time, the implementation of strict codes of conduct, documentary controls and training programmes has a positive impact by embedding ethical business practices and strengthening the trust of customers, partners and regulatory authorities.

Furthermore, KAO's Guidelines on Business Conduct establish a clear and strict framework regarding corporate integrity. Among other provisions, they explicitly prohibit contributions to political parties and to charities that are not registered or whose activities cannot be properly verified. This prohibition is reinforced in the Donations Policy and the Anti-Bribery Guidelines adopted by all Group companies, ensuring that any external contributions are made in a responsible and transparent manner, in line with corporate values.

In this context, donations and sponsorships are managed in accordance with criteria of due diligence and traceability, ensuring that each contribution serves legitimate and socially relevant purposes. During the 2025 financial year, the value of donations and sponsorships made by the Group amounted to €52,532, reflecting KAO's commitment to initiatives that generate a positive impact on society, always within a framework of strict compliance

3.2.3 Sanctions and Due Diligence

For sanctions management and due diligence, KCE uses automated tools and external platforms that enable real-time checks with full traceability. SAP Global Trade Service (GTS) is operational across all subsidiaries and performs automatic counterparty checks at key points in the business cycle: registration, activation and operations (orders and shipments).

In 2025, KCSA and KCG implemented the D&B Risk Analytics module, replacing the Onboard platform and significantly expanding analytical and monitoring capabilities. This integration enables:

— Assign ratings and classify counterparty risk
— Identify Politically Exposed Persons (PEPs) and cross-check them against sanctions and watchlists
— To analyse ownership structures and identify beneficial owners
— Continuous monitoring with early warnings
— Enrich the information with verifiable external sources
— Generate automated records and workflows for traceability and escalation

These checks apply to all counterparties and clients, with enhanced controls in place for higher-risk jurisdictions. The results guide the implementation of due diligence measures proportionate to the risk identified, determine the frequency of ongoing monitoring, and form the basis for any escalations to the compliance team.

The "Sanctions & Embargoes Instruction" operating procedure, which is currently in the final stages of development, will define roles, procedures for managing matches, and escalation protocols.

This continuous verification system directly addresses risks identified in the double materiality analysis, such as the possibility of doing business with sanctioned entities or failing to detect relevant red flags, which could result in financial penalties and reputational damage. At the same time, the automation and traceability of controls create opportunities to improve operational efficiency, enhance due diligence and strengthen the integrity of business relationships.

3.2.4 Compliance and Ethics Framework

The KCE Group's compliance framework is designed to ensure that all subsidiaries operate ethically and responsibly, in line with the specific regulatory requirements of each jurisdiction, whilst remaining consistent with the Kao Group's values and principles. This approach enables the organisation to anticipate and manage relevant risks identified in the double materiality analysis, such as those arising from regulatory non-compliance—including labour, human rights, health and safety, tax, data protection and confidentiality regulations—as well as those associated with the absence or ineffectiveness of crime prevention models, which could result in reputational damage or criminal liability for the organisation and its directors. At the same time, the implementation of strict codes of conduct and continuous training programmes has a positive impact by reinforcing the ethical culture and ensuring operations that are consistent with international standards of corporate integrity.

3.2.4.1 Compliance Guidelines and Policies

KCSA has formally adopted a set of Compliance Guidelines that are mandatory for all employees. These guidelines, available on the corporate intranet, set out the ethical and compliance principles that must govern KCSA's conduct, as well as the duties and responsibilities of employees in relation to regulatory compliance. KCHI is currently in the process of adopting its own guidelines, modelled on those currently in force at KCSA.

In accordance with applicable Spanish legislation, the Spanish subsidiaries of the KCE Group have implemented a compliance system designed to prevent, detect and manage legal and regulatory risks. Both subsidiaries have voluntarily adopted a Compliance Manual setting out how the system operates and the body responsible for overseeing it. In the case of KCHI, the formal appointment of the compliance body is pending. KCG also has a compliance officer.

In this context, KCSA has carried out a compliance risk analysis which has identified the main areas of exposure and set out a specific action plan for 2026, aimed at mitigating and managing the risks identified.

Compliance training is an essential part of corporate culture. For this reason, the Spanish subsidiaries of the KCE Group that have implemented or are in the process of implementing a compliance system in accordance with Spanish regulations plan to provide mandatory annual training to all employees from the moment they join the company, ensuring they have a proper understanding of their compliance obligations.

In addition, throughout the year, Kao Japan's compliance guidelines and standards are regularly communicated to all employees of the KCE Group, including:

- Compliance awareness surveys, which assess employees' level of knowledge and commitment to the compliance culture.
- Statements from the President on ethics and compliance.
- Annual compliance activity questionnaires (Compliance Activity Questionnaire 2025), which collect information on potential breaches, measures taken and the outcomes of the compliance system.

These initiatives reinforce the consistency and uniformity of the Kao Group's ethical and regulatory framework, strengthening the organisation's ability to prevent legal and reputational risks and fostering a culture of integrity that presents a key opportunity to enhance stakeholder trust.

3.2.4.2 Ethics Channel and Reporting Systems

All subsidiaries of the KCE Group have an ethics channel designed as a formal, structured and confidential mechanism that enables employees and third parties to report or seek advice, in good faith, regarding potential breaches of applicable regulations, internal policies or ethical and integrity standards. This system is an essential element of the compliance framework, as it facilitates the early detection of incidents and helps to mitigate legal and reputational risks associated with a lack of control or the inadequate management of irregularities. The double materiality analysis identifies a positive impact resulting from the effective use of these channels, particularly in terms of whistleblower protection and the proper handling of complaints, thereby reinforcing the Group's culture of integrity. KCG and QK use the global ethics channel set up by Kao Japan, which is publicly accessible via the corporate website. This channel allows communications and enquiries to be submitted by email or post using a specific form that collects the information required to process the case and offers the option to remain anonymous. The global channel's website describes the process for handling communications and the safeguards offered to whistleblowers.

In compliance with Law 2/2023 on the protection of whistleblowers, the Spanish companies KCSA and KCHI have their own internal ethics channel, accessible via the corporate website, QR codes in the workplace and internal applications. This channel allows employees and third parties to submit reports securely, select the organisation and category of the incident, and decide whether or not to identify themselves, ensuring in all cases the confidentiality of the whistleblower's identity and that of the individuals concerned.

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Reports received are forwarded directly to the Head of the Internal Reporting System, who acts with functional independence and handles cases in accordance with the ethics channel management protocol approved and published by the company. This protocol sets out the deadlines for acknowledgement of receipt and processing, the rights of the whistleblower and those affected, and measures to protect against retaliation. During the 2025 financial year, five incidents were recorded at KCSA, all of which were handled in accordance with internal procedures and applicable regulations.

Furthermore, Kao Japan promotes the effective use of reporting channels and a culture of integrity through regular communications to all employees, sharing messages from the Chair of the Compliance Committee and global case studies that describe risk scenarios and explain how these should be identified and reported via the available ethics channels. These initiatives enhance the consistency of the compliance system and reinforce a corporate culture based on transparency and accountability.

3.2.4.3 Information Security and Data Protection

All KCE subsidiaries have an Information Security Committee responsible for overseeing matters relating to system security, the protection of personal data and the management of confidential information. This governance framework addresses risks identified in the double materiality analysis, such as potential weaknesses in system protection measures, which could lead to cyberattacks impacting brand reputation, public perception and the security of corporate data. Proper management of these risks also creates opportunities to strengthen technological resilience, improve stakeholder confidence and foster a culture of cybersecurity throughout the organisation.

In 2025, in response to the increasingly stringent European regulatory framework on cybersecurity, KCSA's Information Security Committee submitted a proposal to senior management to formally appoint a Cybersecurity Officer. A specific training plan was also approved, to be rolled out in two phases: an initial session aimed at the management team and a second phase for all staff. These measures enable progress towards compliance with Directive (EU) 2022/2555 (NIS2) and allow us to anticipate the obligations arising from its future transposition into Spanish law.

At the same time, the Group's companies strengthened their operational cybersecurity controls, tailored to the technological environment of each subsidiary. The measures implemented include:

- Enhanced protection for access and login, particularly for remote access, privileged accounts and vendor connections.
- Formulation of internal procedures at KCSA for the logging and monitoring of system activity.
- Safety inspections of industrial systems and environments at KCG.
- External cybersecurity assessment at KCSA, including critical system recovery testing.
- Network security enhancements at KCSA, replacement of key perimeter security equipment at QK, and upgrading of network devices at KCHI.
- Cybersecurity awareness initiatives for staff at KCG, KCHI and QK.

With regard to the protection of personal data, the KCE Group has a corporate framework based on Regulation (EU) 2016/679 (GDPR), set out in the KCE Group Privacy Policy, which defines the principles governing data processing, the applicable legal bases and the procedures for exercising rights.

On this basis:

- KCG has a well-established privacy governance framework and has appointed a Data Protection Officer (DPO).
- KCSA and KCHI are moving forward with the adoption of the same model, developing inventories of processing activities, risk analyses and supplier assessments using the OneTrust platform, which has been implemented by Kao Japan as a standard privacy management system.
- Training and awareness-raising initiatives have been launched: specific training in Germany and initial sessions at KCSA, with plans to roll this out across the entire organisation.
- At QK, data protection is managed in accordance with Mexican regulations, with the aim of gradually aligning with the KCE Group's standards.

During 2025, no incidents or data breaches involving personal data were reported at any of the KCE Group's subsidiaries, reflecting the effectiveness of the controls in place and the organisation's commitment to data protection.

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Strategy and Management Model

Kao has drawn up its Risk and Crisis Management Policy with the aim of effectively managing risks across all management and business activities, thereby reducing both the impact when a risk materialises and the likelihood of it occurring. This policy establishes a common framework for all Group companies, ensuring a consistent and proactive approach to managing the strategic, operational, environmental and structural risks that may affect the business.

Risk management involves the Risks and Crisis Management Committee regularly reviewing the significance of risks, assessing how they have developed and the effectiveness of the measures put in place. Based on this monitoring, all Group companies identify and assess risks and subsequently formulate and implement appropriate countermeasures. This approach enables the risks identified in the double materiality analysis to be integrated into corporate management, including those related to the regulatory environment, sustainability, business continuity or reputation, as well as the opportunities arising from more robust management aligned with ESG objectives.

The management model implemented at KCE, known as Risk Management, is integrated into the corporate programme and is led by Kao. This model takes into account both risks—potentially negative impacts on the achievement of objectives and business operations—and crises, understood as the materialisation of such risks. In 2024, Kao revised its risk and crisis management policy, specifying the responsibilities of the Risk Committee, incorporating the need to identify emerging risks in the current VUCA environment, and detailing the main crises that must be reported.

The Risk Management programme is overseen directly by the CEO of each KCE company, in conjunction with the designated Risk Manager, and covers various types of risk that may affect the Group. For each prioritised risk, a Risk Owner is appointed, who is responsible for coordinating mitigation measures alongside a dedicated team.

The general approach involves carrying out the following activities:

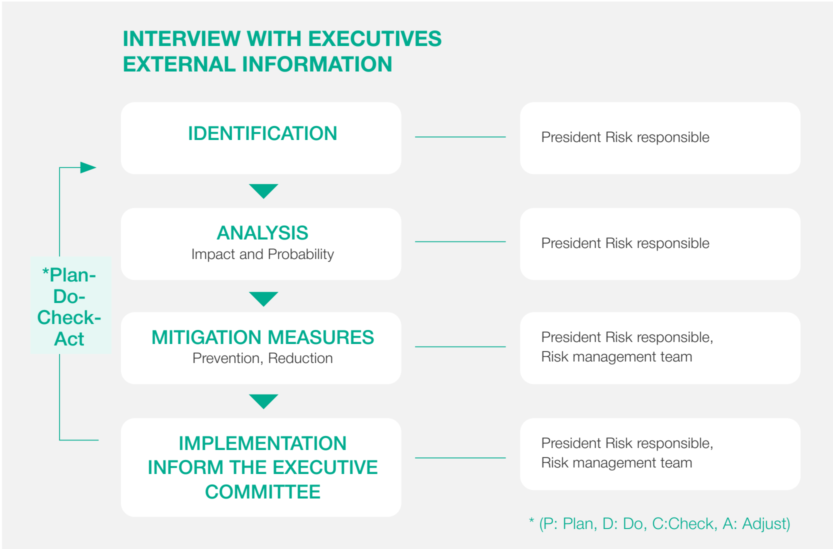
—Identify all potential risks and their causes. The methodology provides a checklist of typical risks associated with the activity, grouped into country-specific risks and management-related risks.

— Assess the level of impact and the likelihood of occurrence. The system enables you to determine the likelihood, the severity for the business and the level of response available.

— Define preventive or mitigating measures, through action plans tailored to each accident scenario and specific systems to manage the risk.

— Establish action plans in the event that the risk materialises, with a view to minimising the consequences and damage, including recovery and contingency plans.

With regard to opportunity management, Kao has established a framework that integrates and manages issues across the organisation in order to prioritise and promote ESG investments, particularly those linked to strategic business development and the creation of sustainable value.



3.3. Global risk analysis

During 2025, none of these risks *had a significant impact on KCE, or its stakeholders.*

Strategic Risks

RISK	RISK MANAGEMENT (PREVENTION/MITIGATION)
Loss of profit	— We will continue to focus on the efficient management of tangible and intangible assets to ensure they are used to their full potential. — Continuous improvement of production processes to enhance operational efficiency and reduce waste. — Regular monitoring to ensure that stock levels are aligned with demand, thereby avoiding both overstocking and stock-outs. — To ensure an agile organisational structure, supported by greater automation and digitalisation, in order to boost productivity and operational efficiency.
Digital transformation	— Establishment of a strategic plan for company-wide digital transformation. The organisation will continue to advance its digital agenda by implementing a strategic framework for company-wide digital transformation, which will ensure alignment across all functions and enable a more integrated, efficient and data-driven operating model. This approach strengthens long-term competitiveness and supports the transition towards increasingly automated and intelligent systems.
Commercial	— The organisation has been actively monitoring market dynamics and emerging trends throughout the year in order to anticipate changes in consumer behaviour and competitive conditions. At the same time, the company has regularly reviewed and adapted its business strategy, ensuring alignment with changing market requirements and maintaining a resilient market position.

Environmental and Sustainability Risks

RISK	RISK MANAGEMENT (PREVENTION/MITIGATION)
Climate change	— Progress continues to be made in developing a programme to improve production processes, with a strong focus on energy efficiency, reducing CO_2 emissions and optimising water use. These improvements are designed to enhance environmental performance whilst ensuring long-term operational resilience.

Operational Risks

RISK	RISK MANAGEMENT (PREVENTION/MITIGATION)
Accident at the plant	— The company has continued to ensure operational continuity by maintaining, upgrading and modernising its facilities, giving priority to those classified as critical. — Comprehensive risk assessments have been carried out on a regular basis, supplemented by systematic internal and external audits to ensure robust security controls and full compliance with regulations.
Shortage or scarcity of raw materials	— The company has continued to ensure the continuity of supply, placing particular emphasis on critical and strategic raw materials. This has involved maintaining well-defined safety stock policies, expanding multi-supplier sourcing models, and prioritising local suppliers to reduce dependency risks and strengthen resilience throughout the supply chain.
Software piracy and cyberattacks	— Over the past year, the organisation has continued to strengthen its cybersecurity stance, maintaining clear security standards and intrusion prevention protocols across all critical systems. This work is ongoing, supported by ongoing awareness and training programmes that ensure staff remain vigilant and well-prepared to recognise and respond to potential cyber threats.

Structural Risks

RISK	RISK MANAGEMENT (PREVENTION/MITIGATION)
Loss of skilled staff and/or difficulty in adapting the workforce to new challenges	— To safeguard organisational stability, the company has continued to implement structural and organisational measures over the past year to ensure that the workforce remains aligned with the changing needs of the business. This work is ongoing, supported by comprehensive talent management initiatives, including the identification and assessment of skills, structured development and retention programmes, and robust succession planning to ensure long-term organisational continuity.

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3.4. Human Rights

Human rights are a cornerstone for KCE, which is committed to building a society in which no one suffers prejudice or discrimination. This commitment is an essential part of the Kao Group's aspiration to create a 'Kirei' life for everyone, by embedding respect for human rights in all business activities and in its relationships with employees, business partners and communities.

The Code of Conduct sets out the obligation to respect human rights and to ensure that Group companies systematically protect children's rights, promote decent work and combat organised crime. Its fundamental principles include:
— To conduct fair, honest and appropriate transactions.
— To respect human rights in all the company's activities.
— Respect the diversity of our workforce and maximise their potential.

Kao published its Human Rights Policy in 2015; it was last revised in April 2023 by the ESG Committee and overseen by the Board of Directors. This policy sets out our commitment to respecting human rights in all our business activities and outlines the measures required to ensure this:
— Compliance with applicable laws and regulations.
— Respect for human rights in all business activities.
— Due diligence in relation to human rights.
— Remediation in the event of identified adverse impacts.
— Appropriate training for all managers and staff.
— Dialogue, consultation and dissemination of information.

In 2023, Kao established its Diversity, Equity and Inclusion (DEI) Policy, designed to enable individual values and talents to shine. In 2024, the Human Rights Policy was strengthened and published in 19 languages to ensure it is accessible to all Group employees. The policy is available on the KCE website in English, Spanish, German and Portuguese.
https://www.kaochemicals-eu.com/common/project/pdf/policies/kce-human-rights-policy-en.pdf

KCE is firmly committed to diversity, equity and inclusion, strengthening collaboration with employees, business partners and society to promote equal opportunities. The DEI policy applies to all employees of the Kao Group.

3.4.1 Kao Group Modern Slavery Statement

Kao Corporation publishes its Modern Slavery Statement on a regular basis, in accordance with Section 54 of the UK Modern Slavery Act 2015. This statement outlines the measures taken by Kao Corporation and its group companies to prevent slavery and human trafficking within their operations and supply chains.

3.4.2 Risk Management

In accordance with Kao's Human Rights Policy, all companies within the KCE Group carry out an annual human rights risk assessment, focusing on the working environment, discrimination and working conditions. This assessment is conducted via the SEDEX platform, using a questionnaire covering health and safety, the environment, business ethics and working conditions.

In 2025:
— No operations were identified as posing a significant risk of child labour.
— No exposure of young workers to hazardous work was detected.
— No cases of forced or compulsory labour were reported.
— No disciplinary measures were recorded for breaches of the Code of Conduct or for human rights violations.

These results reflect the effectiveness of the human rights framework that has been put in place and the integration of due diligence into the Group's operational processes.

3.5. Stakeholders and Communication Channels

KCE maintains a two-way dialogue with its stakeholders to deepen mutual understanding and gather their input. The company systematically identifies, prioritises and maps its stakeholders based on their potential impact on the business, their interests and their willingness to engage. The perspectives of these groups are incorporated into management discussions and strategic decision-making.

KCE provides timely, transparent and accessible information to build long-term relationships based on trust. It also regularly assesses its performance in terms of engagement to drive continuous improvement and openly communicate the results.

Current policies

In 2024, the Policy on the Disclosure of Financial, Non-Financial and Corporate Information was adopted, applicable to all KCE companies. Its aim is to ensure the active, effective and transparent disclosure of information, thereby strengthening trust with stakeholders and facilitating two-way communication.

In 2025, the Executive Committee approved the Stakeholder Engagement Policy, reinforcing the company's commitment to a robust governance structure based on partnerships with public and private entities across all its subsidiaries, as well as on open and responsible communication.

KCE'S MAIN STAKEHOLDERS
AND THEIR COMMUNICATION CHANNELS INCLUDE:

WORKERS

— KCE Web
— Corporate Intranet
— Intranet internal HR, HSE, A&F
— KCE Sustainability Report and Non-Financial Report
— Information boards and signage
— Lectures and activities
— Social media
— Committees
— Others: meetings and face-to-face contact, internal email communication, letters of any kind, internal and/or external presentations, etc.

SUPPLIERS

— KCE Web
— KCE Sustainability Report and Non-Financial Report
— Lectures and activities
— Social media
— Others: meetings and face-to-face contact, internal email communication, letters of any kind, internal and/or external presentations, etc.

CUSTOMERS
(Corporate)

— Direct business contacts
— KCE Web
— KCE Sustainability Report and Non-Financial Report
— Social media
— Others: meetings and face-to-face contact, internal email communication, letters of any kind, internal and/or external presentations, etc.

PUBLIC INSTITUTIONS

— KCE Web
— KCE Sustainability Report and Non-Financial Report
— Social media
— Others: meetings and face-to-face contact, internal email communication, letters of any kind, internal and/or external presentations, etc.

MEDIA

— Direct contacts (response to enquiries)
— KCE Web
— KCE Sustainability Report and Non-Financial Report
— Social media

SOCIETY
(including NGOs and local associations)

— KCE Web
— KCE Sustainability Report and Non-Financial Report
— Meetings and gatherings
— CSR events and activities
— Social media

This approach enables KCE to incorporate the expectations of its stakeholders into its corporate strategy, thereby enhancing transparency, trust and the creation of shared value.