6. OUR PEOPLE



8 DECENTIVER AND EXCHEMIC STATE

M



3-3

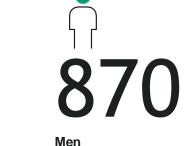
Our people are KCE's most important asset. Year after year we maintain a firm commitment to quality of work, equal opportunities, respect for diversity and the development of our talent.

6.1 STAFF STRUCTURE

2-7

The tables show the data for each affiliate; the KCE IND column refers to the people hired directly by KCE. The Total KCE column shows the total for the five companies.







BY GENDER

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|-------|-----|-----|------|------|---------|-----------|
| Men | 195 | 207 | 134 | 326 | 8 | 870 |
| Women | 63 | 24 | 39 | 129 | 1 | 256 |
| TOTAL | 258 | 231 | 173 | 455 | 9 | 1,126 |

KCE STAFF EVOLUTION

| | TOTAL KCE 2022 | TOTAL KCE 2023 | KCE 2024 |
|-------|----------------|----------------|----------|
| Men | 849 | 860 | 870 |
| Women | 249 | 249 | 256 |
| TOTAL | 1,098 | 1,109 | 1,126 |

BY AGE GROUPS

| | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|---------|-----|-----|------|------|---------|-----------|
| ≤ 18 | 2 | - | - | - | - | 2 |
| 18-29 | 65 | 62 | 8 | 42 | - | 177 |
| 30 - 50 | 95 | 131 | 98 | 208 | 3 | 535 |
| ≥ 51 | 96 | 38 | 67 | 205 | 6 | 412 |
| TOTAL | 258 | 231 | 173 | 455 | 9 | 1,126 |

Currently, across KCE there are only two people, located at KCG, under the age of 18 with an apprenticeship contract, strictly regulated by local legislation.

BY PROFESIONAL GROUP

| | KCG | | QK | | КСНІ | | KCSA | | KCE IND | | TOTAL KCE | |
|--|-----|----|-----|----|------|----|------|-----|---------|---|-----------|--|
| | М | W | м | W | м | W | М | W | М | W | | |
| President/ Vice President | 4 | - | 3 | 1 | 1 | - | 1 | - | 6 | 1 | 17 | |
| Managers | 20 | 6 | 9 | - | 11 | - | 10 | 7 | 2 | - | 65 | |
| Group leaders | 3 | - | 8 | - | 11 | 4 | 28 | 16 | - | - | 70 | |
| Technicians | 50 | 13 | 20 | 7 | 40 | 11 | 55 | 38 | - | - | 234 | |
| Administration / Staff / Shift Leader | 24 | 38 | 54 | 16 | 24 | 22 | 36 | 32 | - | - | 246 | |
| Employees | 73 | 3 | 113 | - | 47 | 2 | 196 | 36 | - | - | 470 | |
| Apprentices | 21 | 3 | - | - | - | - | - | - | - | - | 24 | |
| TOTAL | 195 | 63 | 207 | 24 | 134 | 39 | 326 | 129 | 8 | 1 | 1,126 | |

The details of the information summarised below are available in the tables at the end of this report (Annex: table of contents).

405-1 / 401-1

The presence of women is relatively low at all KCE subsidiaries and corresponds to a structural problem in the chemical sector, where it has historically been very low. To reverse this situation, we promote the incorporation of women at the company and in the different job categories.

In 2024, 113 people joined KCE, of which 27% were women and 73% men.

By 2024, 93% of KCE's total workforce held permanent or indefinite employment contracts

Under no circumstances are they exposed to work considered dangerous, according to the ILO convention.

and 5% were temporary. Part-time contracts accounted for 2% in 2024, for reasons of work/life balance.

Specifically, 2% of KCE women are covered by part-time contracts for reasons of work/life balance.

The group with the lowest rate of permanent contracts are people up to 29 years of age. However, temporary staff in this age range only accounted for 3% of all contracts at KCE in 2024, and KCG was the subsidiary with the most contracts in this type. The professional group with the highest rate of temporary contracts at KCE is the production area, which accounts for 2% of the group's temporary contracts.

6.2 COMPENSATION POLICY



3-3 / 2-19 / 2-20 / 405-2

KCE is committed to effectively implementing the principle of equal pay for work of equal value and bases its remuneration policy on this from the start of the collaboration and in subsequent reviews.

The remuneration system is adapted to the salary structure established in the collective agreements of the sector and in the specific company agreements applicable in each country. Salaries usually consist of a base salary according to the job and bonuses and supplements linked to experience, knowledge and job conditions. KCE also hires the services of leading consulting firms dedicated to analysing salary references in the sectors and countries where it operates to ensure an adequate standard of living based on the best practices of companies present in the market.



6.3 EQUALITY, DIVERSITY AND INCLUSION

405-1 / 406-1

In 2023, Kao published its Human Rights Policy (*Kao | Kao Human Rights Policy*) expressing its firm commitment to human rights.

Specifically, this policy reflects our commitment to " not violate human rights, including the prohibition of human trafficking, forced labour, child labour and all forms of discrimination, as well as freedom of association and the right to collective bargaining, and the guarantee of equal pay for equal work."

In the area of people management, the Human Rights Policy is part of our Diversity, Equity, and Inclusion Policy.

"We are committed to further advancing our actions on diversity, equity, and inclusion by enhancing collaboration with our stakeholders, starting with our employees, and including business partners and all people, in our business through our brands, products and services, and all corporate activities to realise a society in which all people can authentically thrive ."

At KCE, we maintain a firm commitment to apply and develop the Diversity, Equity and Inclusion Policy (*Kao | Diversity, Equity and Inclusion Policy*) published in 2023.

With the launch of Kao DEI STECOM, all group companies share the various actions developed over the last year.

At KCE we promote equal opportunities and nondiscrimination on the basis of nationality, demographics, age, sexual orientation, ideology or any other personal, physical, psychological or social condition. Below we describe the main actions carried out by the different affiliates. KCHI and KCSA have Equality Plans in place that comply with current legislation. The first KCSA Equality Plan dates from 2009; the most recent was approved in 2024 (effective 2025-2028).

KCG applies the General Law on Equal Treatment and employs two people who are responsible for ensuring compliance with the obligations of said law.

QK applies the official Mexican norm NOM-035-STPS-2018.

Since 2022, KCHI has official donated to the NGO APRAMP, a non-profit organisation that focuses its efforts on combating the trafficking of women and supports the guidance and protection of victims of gender-based violence. Additionally, in 2023, it started a training programme to raise awareness of equality matters, and maintained active communication with staff on the equality measures adopted, encouraging communication and the submission of suggestions.

KCSA continues to disseminate the Harassment and Discrimination Prevention Protocol, which was launched in 2020. This protocol is accessible to all people in the organisation through the Human Resources intranet. Raising awareness among staff on equality issues is key and to that end, we instituted a training programme to educate staff on the subject, which was included at the KAO Academy in 2024.

KCSA has a guide (a poster and a flyer) of nonsexist and inclusive communication, which is available to all employees as a reference.



3-3 / 405-1

At KCE we are committed to the effective labour integration of people with different abilities and we ensure compliance with the applicable legislation in each country.

In total, at KCE there are 15 people with some variety of disability (12 men and 3 women).

- In **Germany**, there are six people at KCG (five men and one woman). Its committee includes a representative of company employees with different abilities.
- In **Spain**, the General Disability Law requires companies with more than 50 employees to integrate 2% of differently-abled personnel into their workforce, or to contract the equivalent in product or service billing with Special Employment Centres (CET).
 - At KCSA, the 2% reserve corresponds to nine people, six of whom are on staff (four men and two women). It has been granted authorisation for exceptional measures, so it subcontracts products and services for the equivalent of eight employees, which far exceeds the legal minimum.
 - At KCHI, the 2% reserve corresponds to three employees, all of whom are on staff (three men). In addition, KCHI collaborates with LaFact (a non-profit organisation that employs more than 200 people with intellectual disabilities in the Vallès area) by outsourcing the handling of a process previously carried out at the Mollet plant.

• In Mexico, although there is no regulation, state regulations are applied that act as a declaration of principles in the area of equality and non-discrimination in the workplace (NMX-R-025-SCFI-2015 on equality in the workplace and non-discrimination).

At KCE we collaborate with entities dedicated to the labour inclusion of people with different abilities and at risk of social exclusion. In 2024, KCG purchased work material from special employment centres.

At KCSA we have subcontracted gardening and maintenance services, and purchased a supply of hygiene and cleaning products for its three work centres from a special employment entity.

Since 2021, KCHI has collaborated with an NGO in Rubí, focused on facilitating the learning of Spanish and Catalan by people from other countries, in order to promote their incorporation into the social and work environment. The collaboration consists of an annual financial donation for the acquisition of teaching materials and cultural outings with the participants. The Human Resources Department has offered to guide the participants on how to prepare their CVs and how to approach job interviews. Employees of KCHI are encouraged to volunteer at the NGO as language partners.

We ensure that workplaces are accessible by adapting them to the needs of all people. Likewise, every construction project involves an analysis of accessibility measures.

3-3

At KCE we strive to promote the quality of life and well-being of our staff by implementing specific measures at the local level:

- and two women.
- 2024.

• **KCG**: all employees have a pool of excess hours they can later offset with breaks. Part-time working hours are more widely implemented at KCG. In 2024, six women opted for a reduction in working hours to care for children under 12, and five men and 23 women have individual flexible working hour agreements.

• KCHI: has a flexible schedule, with an hour's margin at the start and end of the work day. Remote work is an option in all areas and positions that allow it organisationally. Two people (one woman and one man) accepted a reduction in working hours in 2024 to care for children under 12, and agreements were reached to adapt working hours with one man

• **KCSA**: Flexible hours (flexibility agreement) have been implemented, facilitating entry between 7 am and 9 am and leaving after 4 pm, in addition to incorporating the possibility of working remotely for one day a week, taking into account the organisational needs of the position and the workplace. Eleven people benefited from a reduction in working hours to care for children under 12, and seven women and three men had their working hours adapted during

• QK : Mexico's Federal Labor Law stipulates the obligation to have at least one day of rest after six days of work and determines the mandatory holidays. QK employees have six additional days with respect to those prescribed by law.







6.4 HEALTH AND SAFETY

Health and safety is a material issue, both from the group's perspective and from the perspective of its stakeholders.

Kao and, by extension, KCE have a Health and Safety Policy based on the principles of Responsible Care®. The policy influences all corporate activities and decisions and is aimed at communicating the organization's commitment to compliance with preventive and legal requirements. The policy is available to the entire organization and stakeholders and is updated on a regular basis.

403-8

All KCE subsidiaries have an occupational safety management system. In the case of KCG, KCSA and KCHI, these systems are certified in accordance with ISO 45001.

For its part, QK has a safety management system certified under the *Responsabilidad Integral* (Comprehensive Responsibility) scheme. In parallel, a work program has been established to obtain ISO 14001 and ISO 45001 certifications, based on a single management system that will also integrate quality management. This objective is expected to be achieved in the first quarter of 2026. To this end, an external consultant has been hired, and new software has been integrated to facilitate implementation.

6.4.1 PREVENTIVE CULTURE

Each of KCE's subsidiaries has resources for hazard identification and risk assessment.

- KCG has an HSE department. In addition, the company has designated *safety officers* in all departments, who support the work of specialists and participate in the company's safety committee. KCG works with an external doctor, who performs medical check-ups and advises on occupational health.
- QK has a preventive occupational health and safety service with in-house staff. QK works with an external doctor in charge of health monitoring.
- KCHI has a nationally recognized external prevention service, with the four legally required specialties (occupational safety, industrial hygiene, ergonomics and psychosociology and health surveillance).
- KCSA has its own prevention service integrated into the HSE department. Occupational health is outsourced to a specialized company that provides a basic health unit, consisting of one person with a degree in medicine and another with a diploma in nursing.

Based on the results of the risk assessments carried out by each KCE subsidiary, actions are planned to eliminate or control these risks. In addition, Kao sets annual health and safety improvement objectives, which each subsidiary develops and complements specific actions.

The security actions carried out in 2024 include the following:

- At KCG, development of the process management system continued. In addition, a new management programme for internal training courses was implemented and a new digital HSE tool was introduced, through which the management of hazardous substances is reviewed and optimised..
- QK continues to emphasise the intensity of training programmes, as well as the maintenance of a continuous inspection programme (patrols, inspection of leakage points or unsafe conditions), and the improvement of the management of special jobs, in order to strengthen the culture of safety. These programmes also include contractors.

It should be noted that QK distributed a safety perception survey, based on a methodology directly recommended by Kao and verified by Niigata University.

- KCHI has implemented several initiatives to improve safety and reduce accident rates. These include updating our emergency plan, promoting key training (such as electrical risk, use of mobile equipment, etc.), and continuing to raise awareness among employees through informative talks and cascading committees. The Safety II approach, based on resilience and continuous improvement, has also been actively promoted to foster a more robust safety culture.
- At KCSA, the implementation of the Safety II programme has been enhanced through working groups that analyse the variability of specific operations and establish the optimal way to carry them out.

403-3

KCE offers medical examinations to its entire workforce. These are also performed for all new recruits and for reinstatements after prolonged leaves of absence. With the aggregate information from the results of the examinations, epidemiological studies are prepared, and preventive health actions and campaigns are planned at each branch.

403-4

Each subsidiary has its own committees to ensure good communication, consultation and participation in health and safety in accordance with the legislation of each country.

- KCG has an Occupational Health and Safety Committee, in which the Works Council participates, which meets at least four times a year. In addition, there is a Safety and Environment Committee in which expert representatives on regulations derived from the Seveso Directive also participate.
- The Behaviour Based Safety Committee includes representatives from all operational departments, and members improve the safety culture to prevent incidents based on behaviour, by creating their own actions and programmes.
- At QK there is a Joint Health and Safety Committee made up of workers appointed by the company and union representatives, who meet once a month to detect unsafe conditions.
- At KCHI and KCSA there are joint Health and Safety Committees made up of staff representatives and representatives appointed by each company. They meet quarterly and facilitate regular and periodic consultation on risk prevention activities. At KCHI, at work centres with less than 10 people, there are no Works Councils or personnel delegates. However, efforts are made to promote the consultation and participation of workers through meetings and forums open to dialogue. At KCSA, an Intercentre Health and Safety Committee has been established to address issues common to all work centres.

Health and safety communication and consultation by contractors is managed through other systems, specifically in KCHI and KCSA, through the coordination of business activities.

6.4.2 ACCIDENTS

At KCE we work to reduce the accident rates at all our work centres, continuously reinforcing the preventive culture and the risk prevention management system of each company.

In 2024, there were 14 accidents involving sick leave among our own personnel, with a total of 291 days lost. Among KCSA's accidents, one stands out, resulting in 101 days of sick leave (a worker experienced pain in his leg when accessing the forklift).

The most frequent types of accidents are cuts and contact with hazardous substances (21% each).

KCE's frequency and severity rates have improved, by 14% for IF and 51% for IG. This is due to the significant reduction of accidents with respect to the previous year at KCG and KCHI, which offsets the increase at QK.

Even so, the target value established by the group for FI (<= 0.27) was not reached.

Finally, it is worth mentioning the declaration of an occupational disease at KCSA, specifically allergic/irritative dermatitis.

6.4.3 HEALTH PROMOTION

403-6

KCE is committed to health. We develop initiatives to raise awareness and promote a healthy lifestyle for our staff, their families and the communities around us, through participation and collaboration with different entities and associations.

In 2024, KCG carried out various activities aimed at improving physical and mental health, including vaccination campaigns, promoting the use of bicycles for commuting to work, and yoga courses. The company also participated in the "Homerun" charity race and has a mountain bike team. Special training courses were also organised for lifeguards, including training in the use of the automated external defibrillator.



At QK, health promotion continues to be a highlight. The establishment has a gymnasium and maintains a nutrition program open to all personnel, which promotes good nutrition and recommends the practice of sports depending on the physical aptitudes of each person. It has an athletics team and participates in the different races held throughout the year in the urban area of Guadalajara, hosting the health race organized by the El Salto Industrial Association and the KAO Family race.



Health promotion through participation in races

At KCHI, various activities were carried out to promote health under the Responsible Care programme ("12 months, 12 causes"). Among them was a healthy recipe contest to encourage good eating habits for Valencia's workforce and cardiovascular health. Each month focused on different activities with this objective (internal step competition through Strava, short Yoga and CrossFit sessions led by the staff and fruit delivery, among others).

Finally, as part of the "CUIDA'T" programme, dedicated this year to the prevention of musculoskeletal disorders, KCSA carried out activities dedicated to healthy eating, such as the "Smoothies" workshop, physical activity, like the "Strengthen your back" workshop and Ergo Coach (guided by specialists), plus the "Lifecycle and the locomotor system" conference and the "Best practices for the prevention of musculoskeletal disorders" contest.



Promoting cardiovascular health



Promoting cardiovascular health



Smoothie workshop



Ergo Coach" workshop



«Cuida't» Contest



"Qigong" workshop

6.5 LABOUR RELATIONS WITH THE STAFF AND THEIR REPRESENTATIVES

2-29 / 2-30 / 402-1 / 403-1 / 407-1

The company respects all aspects related to the full freedom of affiliation and the effective recognition of the right to labour negotiations. KCE maintains an open dialogue with the workforce and complies with all aspects relating to full freedom of association and effective recognition of the right to labour negotiation.

Europe hosts an annual forum, in which the European management, the general management of the different subsidiaries and the labour representatives of each assemble to build relationships of trust that encourage dialogue and cooperation. In 2024, no forum was held due to organizational issues. However, the dates for 2025 are already planned, given its importance.

- Labour relations at KCG are regulated by the collective agreement for the German chemical industry and, more specifically, by company agreements at the KCG workplace.
 KCG has a Works Council, which participates in the quarterly meeting between management and labour representatives. In addition, labour representatives are also present on the specific committees for various areas: safety, health, personnel, and economic.
- QK has a collective bargaining agreement, the terms of which are negotiated annually.
 QK has a staff committee which meets at least three times a year. The Mexican
 Federal Labor Law determines the issues that must be addressed on a mandatory basis.

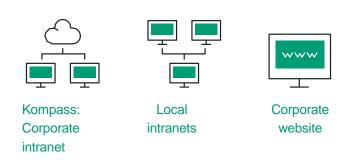
6.5.1 UNION RELATIONS

Dialogue with employees and their representatives is structured on a local level in accordance with the legal framework of each country.

- In Europe, the chemical sector agreements of Spain and Germany apply, covering the entire workforce, in addition to a specific improvement in conditions that exceeds those stipulated in each sector-specific collective agreement.
- In the case of QK, the workforce is legally covered by two different modalities. Fifty-one percent of the staff is governed by the individual employment contract and the remaining 49% (factory staff) is covered by the collective employment contract. Both modalities share certain benefits, such as food vouchers, savings funds and a punctuality bonus.

6.6 INTERNAL COMMUNICATION

At KCE we maintain an open dialogue with our entire staff through the following channels :



- At KCHI and KCSA, the General Collective Agreement of the National Chemical Industry applies. In addition, agreements that correspond to the specifics of each workplace are entered into with labour representatives.
- KCHI has a Works Council that meets monthly to discuss company's various businesses. In parallel, the Occupational Health and Safety Committee meets every three months.
- KCSA has three different work centres, each with its own Works Council. Quarterly meetings are held at each centre to report on their progress and business results of KCE and KCSA. In order to strengthen synergies and streamline communication, a negotiating committee consisting of nine members was created for the set of measures that fall within the global scope of KCSA.



Information panels



Meetings between union delegates and the rest of the staff

6.7 TALENT DEVELOPMENT

404-2

We strive to create an environment in which all people can grow, by supporting their talent and abilities and maximising their potential. At KCE, we believe that the diversity of our workforce and the promotion of their talents are essential for our growth and development as an organisation.

Through an extensive training program, we ensure this development is consistent with the demands of the organisation and market changes.

With this objective, we work to guarantee that all people are continuously trained and acquire the skills needed not only to meet the requirements of their job, but also to face the demands of the future. To achieve this, we analyse and review the training on offer in an effort to address their needs at any given time. This, in turn, ensures compliance with the established standards of excellence.

404-1

13,031 Training hours

63% of KCE Staff

837 **Trained people**

441,222€ Investment in training

| Training hours | 2022 | 2023 | 2024 |
|----------------|--------|--------|--------|
| Men | 12,710 | 11,695 | 10,179 |
| Women | 2,601 | 3,081 | 2,852 |
| TOTAL | 15,312 | 14,776 | 13,031 |

TRAINING HOURS PER EMPLOYEE

| Training hours Men | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|-----------------------|-------|-------|-------|-------|---------|-----------|
| | 2,280 | 2,590 | 997 | 4,305 | 6 | 10,179 |
| Women | 627 | 372 | 287 | 1,564 | 3 | 2,852 |
| TOTAL | 2,907 | 2,962 | 1,284 | 5,869 | 9 | 13,031 |

The difference in the number of training hours between men and women is related to the greater presence of men at KCE's workplaces, especially in the production and logistics areas, which concentrate the largest number of training hours. This is because they are the core of KCE's business activity based on industrial safety and

AVERAGE TRAINING HOURS PER EMPLOYEE

| % Training hours | KCG | QK | KCHI | KCSA | KCE IND | TOTAL KCE |
|------------------|-------|-------|-------|-------|---------|-----------|
| Men | 24.26 | 14.63 | 13.28 | 14.11 | 3.3 | 15.57 |
| Women | 28.48 | 18.58 | 10.25 | 13.48 | 2.5 | 15.02 |
| TOTAL | 25.06 | 15.03 | 12.46 | 13.94 | 3.0 | 15.45 |

HOURS AND AVERAGE BY EMPLOYEE AND CATEGORY

| | | KCG | | QK | ł | CHI | K | CSA | KCE | IND | | KCE |
|--|---------|------|-------|------|---------|------|---------|------|-------|-----|----------|------------|
| | hours | x | hours | х | hours | s x | hours | х | hours | х | Hours | х |
| President/ Vice President | - | - | 30 | 7.5 | 10 | 10 | - | - | 9 | 1.3 | 49 | 2.9 |
| Managers | 168.5 | 6.5 | 118 | 13.1 | 24.5 | 2.2 | 134.8 | 7.9 | - | - | 445.8 | 6.9 |
| Group leaders | 34 | 11.3 | 31 | 3.9 | 123 | 8.2 | 442 | 10 | - | - | 630 | 9 |
| Technicians | 1,437 | 22.8 | 253 | 9.4 | 553.5 | 10.9 | 1,256.4 | 13.5 | - | - | 3,499.9 | 15 |
| Administration / Staff / Shift Leader | 521.5 | 8.4 | 928 | 13.3 | 273.5 | 5.9 | 680.3 | 10 | - | - | 2,403.3 | 9.8 |
| Employees | 745.5 | 9.8 | 1603 | 14.2 | 299 | 6.1 | 3,355.8 | 14.5 | - | - | 6,003.3 | 12.8 |
| Apprentices | - | - | - | | - | - | - | | - | - | - | - |
| TOTAL | 2,906.5 | 11.3 | 2,963 | 12.8 | 1,283.5 | 7.4 | 5,869.2 | 12.9 | 9 | 1.3 | 13,031.2 | 11.6 |



product quality and require more hours of training in safety, quality, operating procedures, risk prevention and regulatory compliance

In 2024, the average number of training hours by gender at KCE was very similar: 15.57 for men and 15.02 for women.

Most training hours focus on technical and production positions, where the majority of the staff is located. Compared to 2023, in 2024 there was greater emphasis on internal training in strategic cross-cutting content: ESG and corporate culture.

6.7.1 TRAINING ACTIVITIES

404-2

In 2024, various workshops were held at all KCE subsidiaries, with the aim of raising awareness and transmitting the importance of corporate principles in our daily lives with a total of 99 people participating in 2024 (QK 61 and KCSA 38).

- All KCE subsidiaries coordinate the Orientation Programme for new employees. In 2024, 83 people participated.
- In 2024, the Operational Leadership Programme continued, focused on the development of skills in productive environments. The goal is to develop and enhance the skills of this group to a high degree of satisfaction.
- At KCHI, the "Communicating by Applying the Best Attitude" (CALMA) project, that began in 2022 targeting 32 managers and in which 54 employees participated in 2023, was postponed to 2025. To include the participation of all staff, the activity will be redesigned and adapted to those who do not use email, telephones, or hold meetings, and will focus on non-aggressive communication and stress management, in addition to issues of Diversity and Equality.



RINGING NEW VALUE TO CHEMIC/ MERS INVOLUE

TKW Workshops

TRAINING IN RISK PREVENTION AND SAFETY

403-5

All KCE subsidiaries implement annual risk prevention training programmes, taking into account the legally required training and the risks specific to each subsidiary. Each KCE plant conducts annual emergency drills in which, in addition to training and instruction in fire response, all personnel are trained in managing serious accidents.

In 2024, the number of training hours in HSE was 4,383, representing 30% of the training carried out during the year.

HSE TRAINING HOURS BY GENDER

| TOTAL | 864 | 260 | 524 | 3,377 | 5,024 |
|-------|-----|-----|------|-------|-------|
| Women | 35 | 28 | 66 | 575 | 704 |
| Men | 829 | 232 | 458 | 2,801 | 4,320 |
| | KCG | QK | KCHI | KCSA | KCE |

TRAINING IN ANTI-CORRUPTION AND PREVENTION OF MONEY LAUNDERING

205-2

KCE organises training and awareness sessions through integrity workshops, in which the team is trained and made aware of compliance with the ethical principles of the company's mission, vision and principles (based on The Kao Way). Training covers all staff across all organisational levels of KCE and ensures its frequency every three years.

Various practical Anti-Trust Training sessions have been held, attended by 353 KCE staff.

ESG TRAINING

As regards training related to ESG activities (EcoVadis, Sedex, NFR (non-financial information statement), etc.), we have carried out various e-learning training sessions and seminars in which those responsible for evaluations and reports related to the topic have participated. They also cover aspects such as due diligence in human rights, good labour practices and possible improvements in human resources policies.

The ESG Xperience, a custom-developed course with 293 participants, was delivered at KCSA.

NUMBER OF PEOPLE TRAINED IN RSPO

| | KCG | QK | KCHI | KCSA | KCE |
|----------------------|-----|----|------|------|-----|
| Ongoing training | 47 | 11 | NA | 83 | 141 |
| Preliminary training | 11 | 3 | NA | 4 | 18 |
| TOTAL | 58 | 14 | NA | 87 | 159 |

In 2024, Kao shared different messages with all group companies aimed at reinforcing compliance culture through training actions. Among them, a message of the president of the compliance committee of Kao Japan and the president of each company was disseminated through posters. To better illustrate some examples, actions were carried out to disseminate case studies on compliance.

In 2024, KCSA & KCHI conducted training on sustainable procurement management with AENOR, with a participation of 21 employees at KCSA and 14 at KCHI.

Likewise, training was also provided on more specific topics, such as RSPO certification on sustainable palm derivatives.

The number of people who participated in the periodic training and the initial RSPO course for each KCE subsidiary in 2024 is specified below.

