

Kawasaki Kisen Kaisha, Ltd.

Action Plan to Promote the Active Participation of Women and Support the Development of the Next Generation

In order to create an environment in which everyone can fully demonstrate their individual abilities while balancing work and family life, we formulate the following action plan with the aim of becoming a company where all employees can work with a sense of motivation and self-confidence.

1. Plan Period: April 1, 2025 – March 31, 2027

2. Challenges for the Company to Promote the Active Participation of Women and Support the Development of the Next Generation

- (1) Although the percentage of women hired both as new graduates and mid-career professionals continues to grow, there are few women in managerial positions to serve as role models. This makes it difficult for women to interact and build networks with each other and challenging for young women to set career goals.
- (2) There is a lack of training programs for female employees with aims such as fostering career awareness and developing management skills.

3. Goals and Initiatives

Goal 1 (Goal to provide opportunities related to work life)

Increase the percentage of female employees in managerial positions to 15% by the end of the plan period.

<Implementation schedule and initiative details>

- From April 2025 onward
Actively promote the hiring of women not only as new graduates, but also as mid-career professionals.
- From April 2025 onward
Implement training programs for female employees with aims such as developing management skills.
- From April 2025 onward
Conduct individual consultations regarding balancing work and childcare in line with the key revisions to the Child Care and Family Care Leave Law, and promote active communication about placement preferences and career plans.

Goal 2 (Goal to balance work life and family life)

Limit the average monthly overtime working hours per employee to less than 30 hours.

<Implementation schedule and initiative details>

- From April 2025 onward
Calculate the average overtime hours by business division on a monthly basis and report them to the Corporate Officers' Meeting, thereby making efforts for improvement after management recognizes issues (to maintain the status quo and strengthen efforts to reduce overtime hours).
- From April 2025 onward
Share examples within the company on improving operational efficiency through the use of generative AI and RPA.

- From April 2025 onward
Conduct training sessions aimed at improving operational efficiency by enhancing skills in prioritizing tasks and time management.

Goal 3 (Goal set under the Act on Advancement of Measures to Support Raising Next-Generation Children)

Increase the percentage of male employees taking leave for childcare to 50% or more.

<Implementation schedule and initiative details>

- From April 2025 onward
Inform employees who are or whose spouses are pregnant or have given birth of the childcare leave system, etc. and confirm their intention to take leave on an individual basis (in line with the key points of the revised Child Care and Family Care Leave Law that took effect in April 2025).
- From April 2025 onward
Implement training for management to deepen their understanding of childcare leave, aiming to create a workplace environment where taking childcare leave is more accessible.

Goal 4 (Goal set under the Act on Advancement of Measures to Support Raising Next-Generation Children)

Ensure that the total number of days off taken, combining annual paid leave and the company's unique non-statutory leave

(up to 7 days within the fiscal year), is at least 12 days.

<Implementation schedule and initiative details>

- From April 2025 onward
Monitor the use of annual paid leave and share the information within the Company regularly (twice a year) to help increase the utilization rate compared with the previous year.
- From April 2025 onward
Establish designated days for promoting the use of annual paid leave and communicate them throughout the company.