



Patrick Houlihan
Chairman and Chief Executive Officer

SWOT analysis

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| <p>Strengths</p> <ul style="list-style-type: none"> • Leading positions in well structured, resilient markets • Market leading brands, underpinned by continuous investment in marketing and innovation – driven by consumer insights • Unrelenting customer focus, underpinned by sales and supply chain capability | <p>Weaknesses</p> <ul style="list-style-type: none"> • Like all businesses, DuluxGroup is subject to prevailing external economic conditions and factors such as volatility in raw materials pricing. However, we have deliberately shaped our business, operations, and end market focus to mitigate as much as possible against such factors and we have a strong track record of resilient earnings growth |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Increase consumer engagement through digital platforms and direct marketing including e-commerce • Help to grow Nippon Paint Group's position in Asia with Selley's adhesives, sealants and fillers; and in other western DIY markets | <p>Threats</p> <ul style="list-style-type: none"> • Core ANZ markets are relatively mature and low growth, and in the short term, due to COVID-19 related border restrictions, may be constrained by zero net migration and negligible population growth • Compete against strong, established multi-national companies |

PROFILE

Patrick joined DuluxGroup in 1989 and has been CEO since 2007 and also Chairman since 2019. Prior to becoming CEO, Patrick progressed through a succession of senior leadership roles across areas including R&D, sales, marketing and general management. Patrick is also the Chairman of the Murdoch Children's Research Institute, on the Board of the Australian Government's Industry Innovation and Science Australia, on the Advisory Council of St Mary's College at The University of Melbourne and is a member of the Australian Institute of Company Directors. He also represents DuluxGroup on the Business Council of Australia and Manufacturing Australia. Patrick holds a Bachelor of Science (Hons.) and an MBA.

Market features and outlook

- Stable GDP growth, strong consumer confidence underpinned by low interest rates and a strong residential housing market
- Expansion of renovation and repair markets expected in decorative paints segment

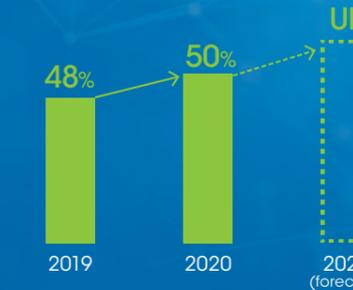
Growth strategy for FY2021-2023

- Drive participation in renovation and repair market through strong marketing and innovation
- Increase consumer engagement through digital platforms
- Promote omni-channel and optimization of logistics for the trade/professional market
- Focus on premium brands, innovation and customer service with key retail partners

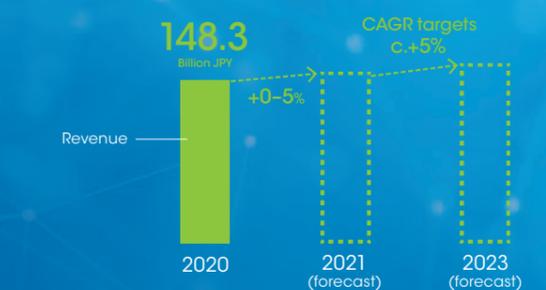
Market growth rate (decorative: Australia) *1



Market share (decorative / volume: Australia) *2



Performance *3



*1 ACA-published Global Market Analysis for the Paint & Coatings Industry (2019-2024), <https://paint.org/market> *2 NPHD estimate of Australian decorative paint market *3 FY2020 figures are in JPY; FY2021 figures and CAGR figures for FY2021-2023 are in local currency *4 PPA amortization: JPY1.3 bn/year

OP margin (before PPA) *4 11.6% ↑ ↑

DuluxGroup



DuluxGroup is Australia and New Zealand's market leader in paint, coatings, sealants and adhesives, as well as other home improvement products. Dulux has over 98% prompted brand awareness and has for many years been voted Australia's most trusted paint brand.

Market features and outlook

DuluxGroup is a marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which people live and work. We put consumers and customers at the heart of everything we do, and we deliberately focus on attractive and well-structured market segments that deliver consistent growth and strong returns.

Our core existing home renovation and repair markets in Australia and New Zealand (ANZ), which account for approximately two-thirds of DuluxGroup revenue, are expected to continue providing resilient, profitable growth. The fundamentals underpinning these markets are generally positive,

including stable GDP growth, low interest rates, relatively strong consumer confidence and buoyant discretionary retail spending. We anticipate markets will return to 'normal' growth rates over the medium term, following particularly strong growth during 2020, which resulted from COVID-19 stay-at-home activity.

Our largest product market, decorative paints, historically grows volume at approximately 1% a year and Dulux has consistently grown value ahead of that, at an average of 5% a year.

By continuing to put our consumers and customers at the heart of everything we do, we are well placed to build on our leading positions across market segments.

Growth strategy for FY2021-2023

We remain focused on continuing our track record of consistent growth in our core ANZ businesses whilst ensuring that our Group capabilities assist Nippon Paint Group to accelerate our collective global growth and ambition, with the ultimate goal of maximizing shareholder value.

Our three strategic growth pillars are:

1. Continue to grow our market leading Dulux, Selley's and other home improvement businesses in Australia and New Zealand;
2. Contribute to the growth of sealants, adhesive & fillers (SAF) and construction chemicals (CC) in the Nippon Paint Group; and
3. Contribute to Nippon Paint Group's decorative paints and specialty coatings growth, particularly in western markets

Our growth ambitions are enabled by continuing to invest in our core

capabilities and priority areas, including: premium brands, strategic marketing and consumer engagement through digital omni-channels; innovation and technology; sales capability; retail and trade customer channel focus; and supply chain excellence.

Our ongoing growth is underpinned by an experienced and capable workforce and a performance-driven culture. Our employees are united by our shared Values & Behaviors, which guide us to continually find smarter, market leading solutions for our consumers and customers. This is reflected in world class levels of employee engagement. Critically, we are continuing to invest in and develop new skills, capability and talent aligned to our strategic goals.

DuluxGroup is a 103 year old ANZ market leader with regional scale and strong market positions, with the capability to make a meaningful contribution to the global growth

ambitions of the 140 year old Nippon Paint Group. Our collaboration is already delivering mutual benefit, and we are well placed to capitalize on the opportunities ahead in our chosen markets, using our collective strengths to maximize shareholder value.

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