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SWOT analysis

Strengths

- Top share in the domestic decorative paints market
- A strong sales network underpinning leading market position
- Ability to develop new products and create demand, such as for anti-viral paint products

Weaknesses

- Aging production and logistics facilities

Opportunities

- Growing need for anti-viral paint due to the COVID-19 pandemic
- Growing need for environmental products

Threats

- Slowing domestic market growth due to population decline
- Social and economic impacts of the COVID-19 pandemic
- Rising raw material costs

Market outlook

We expect private-sector construction investment to rebound from the decline in FY2020 while the pandemic continues to subdue retail sector appetite for renovation and new construction demand takes time to recover

Strategy for FY2021-2023

Establish a dominant position in the domestic decorative paints business by offering unrivalled technologies and services and becoming the recognized industry leader

Nippon Paint Co., Ltd. (NPTU)

NPTU develops, manufactures, and sells decorative paints for houses and office buildings, paints for large structures such as bridges and plants, and automotive refinish coatings. NPTU boasts the top share in the decorative paints market in Japan by supplying paints with excellent designability and coatings technologies using the largest sales network in Japan.

Growth strategy for FY2021-2023

NPTU is refining its technologies and services and aiming to remain ahead of the competition. We expect these efforts to drive earnings growth outpacing the domestic decorative paints market. We will also implement measures to continue steadily expanding the market shares held by our businesses. One way we will do this is by aiming to become the undisputed industry leader by offering superior paint technologies and services that outrival competitor offerings in the Kanto region, which is Japan's biggest demand area.

Our marketing and sales strategies will focus on promoting and enhancing our lineup of anti-viral products with health and safety features. We will also step up sales and promotion activities to advance the penetration of next-generation products and accelerate activities to improve

services for customers.

Development and product strategies will cater to the growing market for next-generation anti-viral paints spurred by the COVID-19 pandemic, and include the launch in 2020 of the first offerings from our PROTECTON brand of anti-viral paint products.

We will constantly promote sales expansion, as well as contribute to solving social issues, by offering broad lineups of paint as well as other anti-viral and anti-bacterial products, ranging from professional-use products to home-use products.

We will also advance product development following various themes to meet specific market needs, such as for next-generation high designability paint, ultra-high durability paint, and water-based paint technologies in the architectural, steel, and automotive refinish markets.

At our production facilities, we will systematically upgrade aging equipment without compromising our supply capabilities and while ensuring that safety and quality are maintained and improved. We will also review our ordering and shipping systems such as introducing automation where appropriate to improve customer convenience and reduce costs while

maintaining sufficient supply capacity to support market share growth. In addition, we have an eye to achieving the plans described above as well as market share gains, revenue growth, and profitability improvement that surpass the plans. To achieve this goal, we will aim to generate synergies worldwide with the Nippon Paint Group's partner companies abroad in fields designed to respond to social needs around the world, such as the development of anti-viral products, in addition to the systematic development of human resource talent who will form the foundation of our businesses, strengthening our competitiveness in the existing markets, and tapping into new markets.