

SWOT analysis

Strengths

- Ability to develop products anticipating need for environmental products
- Streamlined manufacturing, logistics, and raw materials procurement functions that leverage the Group's comprehensive capabilities

Weaknesses

- Business structure with earnings exposure to market conditions due to high proportion of raw materials with high price volatility
- High market share among shipbuilders in Japan but not in China and South Korea

Opportunities

- Ongoing long-term growth in global marine transportation volume
- Growing need for environmental paints with tightening environmental regulations and increasing ESG investment

Threats

- Changing market conditions and shipowner economic conditions
- Irregular operating schedules and docking delays

Market outlook

We project ongoing stable growth in marine transportation volumes. We forecast growing construction demand and rising marine transportation charges to boost paint demand from 2021

Strategy for FY2021-2023

Gain global recognition as a manufacturer of advanced environmental products and become a threat to competitors' existence



Seichiro Shirahata

President

Nippon Paint Marine Coatings Co., Ltd. (NPMC)

NPMC is the Group's original business and marked its 140th anniversary in FY2021. NPMC manufactures and sells ship paints worldwide and operates a fully integrated supply system from building to repairing ships in Japan and overseas. NPMC is leveraging the Group's collective strength in R&D to develop and supply advanced environmental products. With value creation driven by SDG- and ESG-oriented management, NPMC aims to become a globally recognized provider of marine paints.

Growth strategy for FY2021-2023

The new Medium-Term Plan for FY2023 sets a three-pronged strategy of expanding global businesses, advancing measures to respond to the consolidating shipbuilding industry in Japan, and developing advanced environmental products.

Expanding global businesses will be achieved by strengthening our competitiveness and increasing sales and market share through full-scale development of our FASTAR next-generation antifouling paint. We will also leverage the business base of our joint venture to expand the maintenance & repair (M&R) business in Europe and the Middle East and enter M&R market in Oceania and marine market in Asia.

In addition, since antifouling paint will be the key product for expanding our sales and market share, we will strengthen

the supply chain management worldwide to ensure a stable supply. We will collaborate with the NIPSEA Group and other overseas partner companies to optimize our technologies, logistics, production, and raw material procurement to create an operating structure that is resilient to market conditions and contributes to Group profits.

Measures to respond to the consolidation of the shipbuilding industry in Japan will focus on building and strengthening customer relationships as well as on providing strategic products that offer new value and constructing an operating structure supporting consistent earnings.

Efforts to develop advanced environmental products will center on products that lower environmental impact by reducing biocide elution and CO₂ emissions from ships. Our long-term objective is to develop antifouling paint that produces zero marine pollution. Our goal for 2023 is to identify the mechanism that triggers the antifouling property and advance from the basic test stage to the product development stage.

The Marine Seafront Research Center is currently researching performance prediction methods that use big data on marine environment and ship operation status. The center will

be our base for advanced technologies from which we will exchange information with major overseas customers, explore market needs, and identify development themes for the near future.

Anti-viral paints and coatings are getting increasing attention due to the COVID-19 pandemic. We are conferring with our customers in the maritime industry and will respond to their needs, such as obtaining certification or providing packages for our antiviral products.

In other areas, we will apply the anti-corrosive technologies we have developed in the marine coatings field to develop products for offshore wind power generation systems, where we anticipate increasing demand for specialty paints and coatings.