

Nippon Paint Holdings IR DAY 2025

November 26, 2025

Opening Remarks



Good morning, good evening and afternoon. Today I am pleased to present to you our second IR DAY event, and thank you all for listening in.

Last year, we had our first IR DAY with a focus on our brand, NIPSEA and Governance. We have always felt that the power of our brands is not well understood, and to showcase our strength in this area, asked my partner CEO Pat Houlihan from DuluxGroup and NIPSEA representative Gladys Goh to go through out brand strategy, and why it is important. I hope investors received the impression that in the decorative space, we are not really a chemicals company but are more a consumer goods company, a slow moving one, where brand matters and we have come a long way to establish one, which is not easy to replicate by our competitors. More importantly, I hope you took away the people aspect where talent matters, and that we have the right talents.

Today we have three sessions, also in an attempt to respond to many investors' interests. AOC, NIPSEA China and Turkey, as well as M&A.

I have been talking about the AOC business to the public on behalf of Mr. Joe Salley, CEO of AOC, and this will give you an opportunity to hear directly from the people on the ground.

NIPSEA China has always been on the spot, and most recently investors reacted negatively to the degrowth in TUC in the second quarter of FY2025. My partner Co-President Wee Siew Kim, who is also the CEO of NIPSEA Group, will discuss our continued commitment to grow the business and how to go about it.

Finally, I will discuss our M&A strategy – which has not really changed and there may be nothing new, but with emphasis on the successful track record and our thinking on the way forward.

I hope these sessions will deepen your understandings towards Nippon Paint as an attractive investment opportunity, noting that we do not have AI, semiconductors, or dot com in our labels.

So, with all that let me turn the stage to Joe Salley, CEO of AOC. Joe, the floor is all yours.