

Nippon Paint Medium-Term Strategy Update Briefing

— Our Roadmap as Asset Assembler —

February 13, 2026

Today's Agenda

1. Executive Summary	... P. 3
2. Full-Year Historical Performance Summary	... P. 4
3. Review of Our Medium-Term Strategy (Launched in April 2024)	... P. 5
4. Organic Growth	... P. 6
5. Inorganic Growth	... P. 9
6. Our Approach to Capital Allocation	... P.12
7. In Summary	... P.14
Appendix	

Glossary

•CCM	:	Computerized Color Matching	•Selleys	:	Brand for adjacencies products such as adhesives and sealants
•CC	:	Construction Chemicals	•c.	:	Circa (approximately)
•ETICS	:	External Thermal Insulation Composite System	•PC	:	Partner Company: The collective term for NPHD's consolidated subsidiaries
•SAF	:	Sealants, Adhesives & Fillers			
•LSD: Low single-digit percentage; MSD: Mid single-digit percentage; HSD: High single-digit percentage; DD: Double-digit percentage; LDD: Low double-digit; Flat: ±0%					

1. Executive Summary

We remain steadfast in our Asset Assembler strategy as the engine of unlimited organic and inorganic growth

- Organic and inorganic initiatives remain core growth drivers and will continue to support sustained EPS compounding through a dual-pillar approach
- We execute bolt-on acquisitions via partner companies while advancing asset assembly at the holding company

Organic revenue and profit growth power remains very strong

- While margin improvement was emphasized in 2025 amid challenging market conditions, our core strategy remains firmly focused on profitable growth through sales and market-share expansion
- Partner companies continued to deliver steady growth post-acquisition, leveraging the Group platform, including brand strength
- Organic growth, assuming the 2025 business portfolio, is targeted at +MSD revenue growth, +HSD in adjusted operating profit, and +HSD in adjusted EPS

Remain focused on actively pursuing M&A opportunities aligned with Maximization of Shareholder Value (MSV)

- Focusing our capital allocation on M&A, backed by strong cash generation across our assets, unlocks the full potential of our platform
- With greater focus on capital cost, our M&A strategy is evolving from a primarily EPS-driven lens to a more holistic, ROIC-conscious framework, supported by stricter acquisition criteria
- We target companies in markets with secular growth and competitive advantages—across management quality, margins, and cash generation. In the near term, ample acquisition opportunities remain within the chemicals space, and will actively pursue synergies in both bolt-on acquisitions and asset-assembly

2. Full-Year Historical Performance Summary

Consolidated P/L

(Billion yen)	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2018-FY2025 CAGR (%)
Revenue	627.7	692.0	772.6	998.3	1,309.0	1,442.6	1,638.7	1,774.2	16.0%
Gross profit	242.2	275.6	321.2	378.3	487.5	576.1	657.4	750.2	17.5%
Gross profit margin	38.6%	39.8%	41.6%	37.9%	37.2%	39.9%	40.1%	42.3%	-
Adj operating profit	86.3	95.9	92.5	101.3	140.8	181.5	199.6	274.9	18.0%
Adj OP margin	13.7%	13.9%	12.0%	10.1%	10.8%	12.6%	12.2%	15.5%	-
Adj profit ^{*1}	44.8	48.8	48.6	79.4	106.6	135.3	141.9	201.7	24.0%
Adj EPS (yen)	27.9	30.5	30.3	34.6	45.4	57.6	60.4	86.0	17.4%
EPS (yen)	28.3	22.9	28.5	29.0	33.8	50.4	53.6	76.7	15.3%

Organic/Inorganic Growth

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2018-FY2025 Average (%)
Adj operating profit	86.3	95.9	92.5	101.3	140.8	181.5	199.6	274.9	-
Adj organic operating profit	86.3	87.3	78.9	87.3	132.6	180.3	193.2	218.9	-
Adj operating profit from M&A ^{*2}	-	8.6	13.6	14.0	8.2	1.3	6.4	56.0	-
Adj growth rate	-	11.1%	-3.6%	9.6%	39.0%	28.9%	9.9%	37.8%	19.0%
Adj organic operating profit contribution	-	1.2%	-17.7%	-5.6%	30.9%	28.0%	6.4%	9.7%	7.5%
Adj operating profit contribution from M&A	-	10.0%	14.1%	15.2%	8.1%	0.9%	3.5%	28.1%	11.4%

*1 Adjusted profit attributable to owners of parent

*2 Profit from businesses acquired and consolidated within the last 12 months

3. Review of Our Medium-Term Strategy (Launched in April 2024)

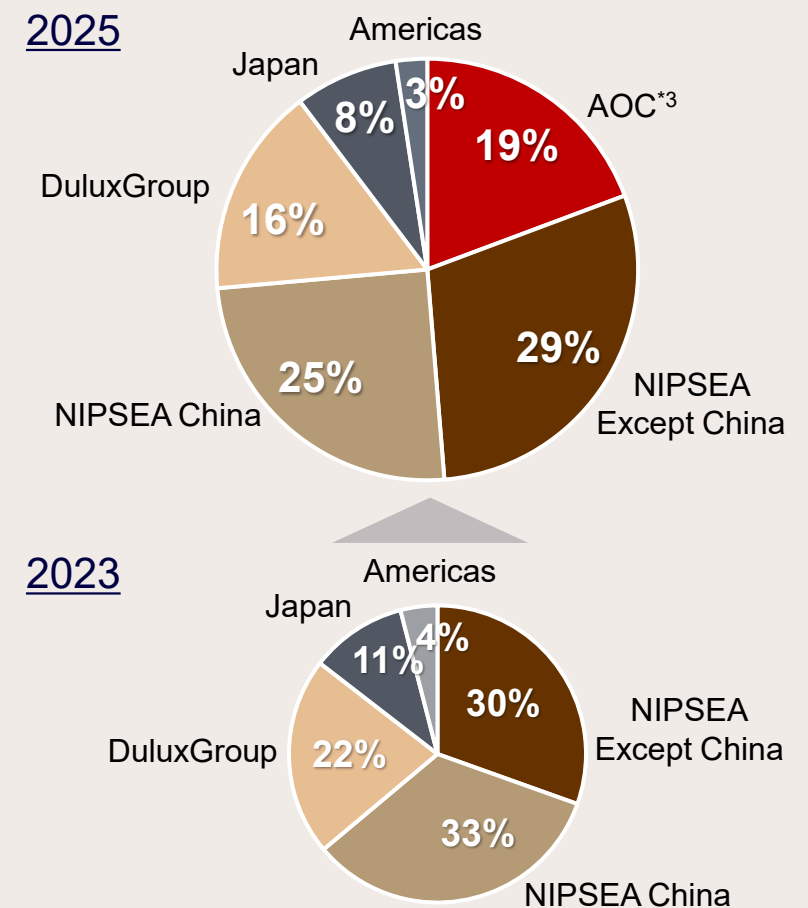
Achieved strong results despite challenging markets: +6.7%^{*1} organic revenue CAGR on a comparable basis and +10.3% adjusted EPS CAGR, with additional upside from inorganic growth

Consolidated basis

(Billion yen)	FY2023	FY2024	FY2025	FY2023-FY2025 CAGR (excl. AOC)	FY2023-FY2025 CAGR (incl. AOC)
Revenue	1,442.6	1,638.7	1,774.2	5.9% (6.7%) ^{*1}	10.9%
Operating profit	168.7	186.2	257.1	11.2%	23.4%
OP margin	11.7%	11.4%	14.5%	-	-
Adj operating profit	181.5	199.6	274.9	10.4%	23.1%
Adj OP margin	12.6%	12.2%	15.5%	-	-
Adj EPS (yen)	57.6	60.4	86.0	10.3%	22.2%
EPS (yen)	50.4	53.6	76.7	9.8%	23.3%

- Organic growth continues, underpinned by the ongoing contribution and steady growth of acquired businesses
- Our strategic initiatives, including AOC's acquisition, has structurally strengthened our margin profile, cash generation, and portfolio mix

Adjusted operating profit breakdown^{*2}



^{*1} Assuming the change of the agent model for the trading business in China's decorative business had been implemented in FY2023

^{*2} Percentages to the total sum of segment profit

^{*3} 10-month earnings

4. Organic Growth (Summary)

Even in a challenging market, we met our profit targets through operational excellence, and will continue to drive strong growth

1 Market environment

- Compared with April 2024, when we announced our Medium-Term Strategy, the global economy has generally weakened, with GDP growth slowing in advanced countries; the paint market tends to track GDP to some extent

2 Our performance (vs. Medium-Term Strategy targets announced in April 2024)

- Solid growth delivered over the 3-year period (2023-2025), with revenue CAGR of +11% and adjusted operating profit CAGR of +23%
- Organic growth was supported by leveraging the strength of the Group platform across regions, resulting in revenue CAGR of +6.7% on a comparable basis*¹ and adjusted operating profit CAGR of +10%, thereby meeting initial profit targets
- By region, NIPSEA Except China recorded strong performance with adjusted operating profit CAGR of +21%, while NIPSEA China, DuluxGroup, and Japan each delivered steady growth of +6% CAGR

3 Updates on Medium-Term Strategy targets

- Medium-term consolidated CAGR targets (based on the 2025 business portfolio) are set at +MSD for revenue, +HSD for adjusted operating profit, and +HSD for adjusted EPS
- By region and business: profit CAGR is expected to range from +MSD to +DD, with initiatives aimed at driving revenue growth and margin improvement through region-focused strategies

4 Our perspectives on the China business and AOC

- NIPSEA China and AOC have maintained their advantages despite a challenging market environment and remain key growth drivers

*1 Assuming the change of the agent model for the trading business in China's decorative business had been implemented in FY2023

4. Organic Growth: 2024 Guidance, 2023-2025 Results, and Current Forecast

Segment	Our Medium-Term Growth							
	2024 guidance (in LCY)		2023-2025 Results			Current guidance (in LCY)		
	Revenue CAGR	OP margin (vs 2023) ^{*1}	Revenue CAGR	Adjusted OP CAGR	Adjusted OP margin (2025)	Revenue CAGR	Adjusted OP CAGR	Adjusted OP margin (vs 2025) ^{*1}
Japan	+0~5%	↗ (2023: 9.5%)	+1.0%	+6.3%	10.7%	+LSD	+MSD	↗
NIPSEA China	c.+10%	→ (2023: 12.5%)	-1.3% (+1.1%) ^{*2}	+5.9%	14.7%	+MSD	+MSD	→
NIPSEA Except China	+15~20%	→ (2023: 17.4%)	+20.1%	+20.7%	19.6%	+HSD	+HSD	→
DuluxGroup	c.+5%	↗ (2023: 9.6%)	+6.0%	+6.1%	11.1%	+MSD	+DD	↑
AOC	-	-	-	-	34.1% ^{*3}	+MSD	+MSD	↗

*1 ↑ : ≥+2%, ↗ : +1%~2%, → : -1%~+1%, ↘ : -1%~-2%, ↓ : ≤-2%

*2 Assuming the change of the agent model for the trading business in China's decorative business had been implemented in FY2023

*3 10-month earnings

4. Organic Growth: Our Perspective on the China Business

A return to growth driven by “Premiumization x Servitization x Application Mix Shift”

Outlook for 2026: TUC - High single-digit growth; TUB - Positive growth

Growth Drivers

TUC

1. Sustain premiumization through brand investment

Enhance Trend Color communication / Magic Paint awareness (via key digital platforms)



Integrated product-and-service solutions (e.g., “Decoration Solution”)



2. Tier 3-6 penetration: County Distributor x ASP* model

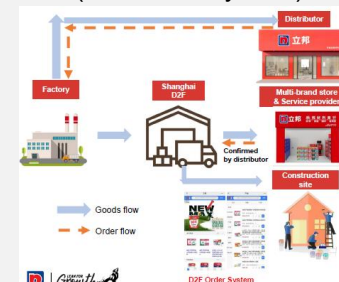
Build direct service to painters



Hire 5,000 ASPs in 2025-2026

3. D2F (Direct2Front): Streamline delivery and installation

Accelerate order-to-delivery lead time (D2F order system)

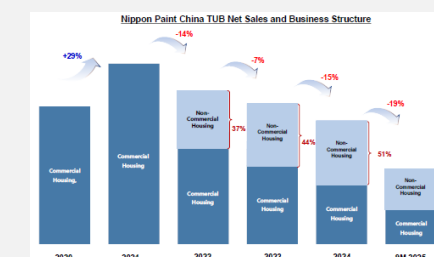


In Shanghai, 70% orders distributed by D2F, with remaining 30% distributed by factory

TUB

Shift from residential focus to new business avenues

Gradually increase proportion of non-residential sectors to over 50%



Focus areas: Commercial housing, industrial clean-room and high-end manufacturing, urban investment / general contractors (repainting) and municipal infrastructure and heavy industry (one-stop solution)

Market Environment: Continued softness expected, outlook remains subdued

5. Inorganic Growth (Summary)

Continue to pursue acquisitions of good assets, supported by strong organically generated cash flow

1 M&A market environment

- Amid heightened macroeconomic uncertainty, valuation multiples have generally moderated, creating a potentially favorable environment for acquiring good assets at reasonable valuations
- Globally, discussions and consideration of M&A transactions are showing signs of increased activity

2 Our track record

- With the exception of Cromology, acquired companies have generally delivered growth, with ROIC showing an improving trend
- AOC delivered the expected EPS contribution and strong cash generation from the first year following acquisition

3 Our strengths

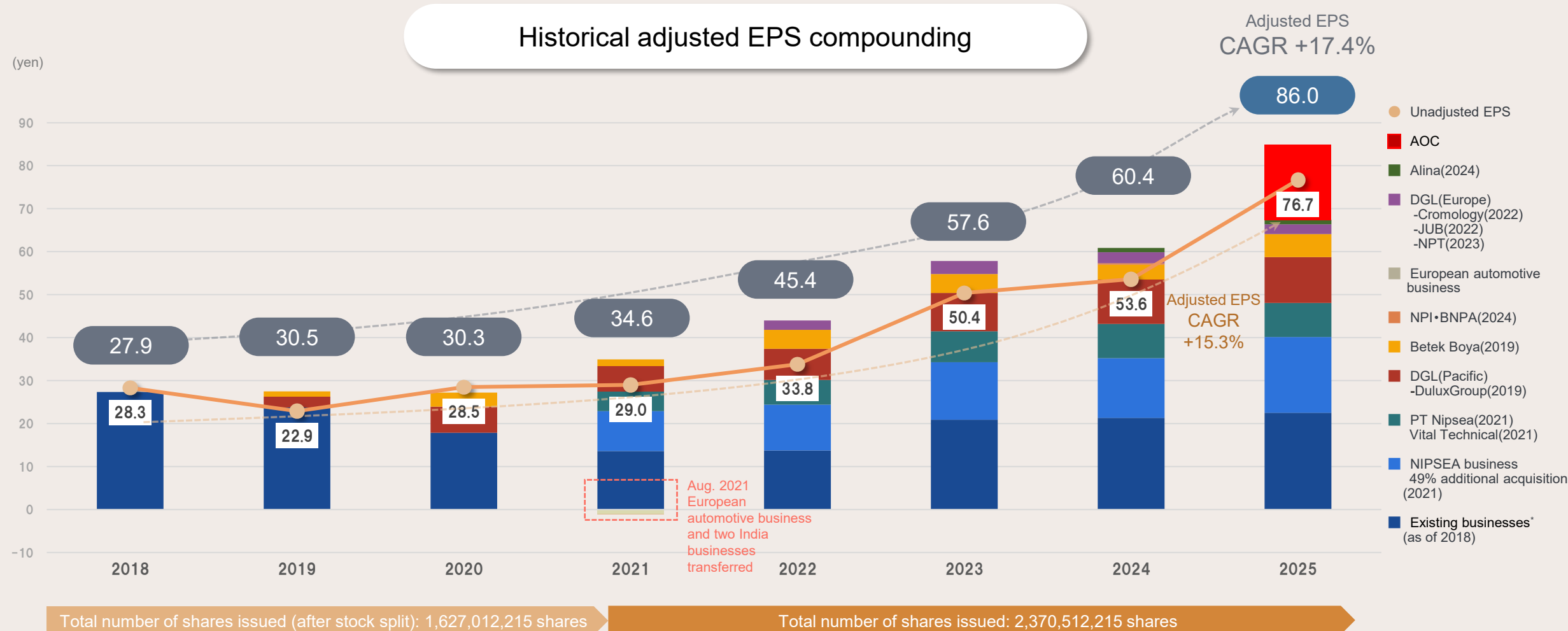
- Discerning eye to identify good acquisition targets
- Maintaining and enhancing the motivation of talent joining our Group
- Autonomy with accountability
- Leverage low funding cost benefits

4 Our acquisition criteria and targets

- Markets with a solid growth outlook
- Companies with competitive advantages, including management quality, margins, and cash generation
- Companies expected to be EPS accretive from Year 1 and valuations structured to achieve ROIC exceeding WACC within three years
- Bolt-on acquisitions prioritize synergies; asset assembly pursues them but does not justify elevated valuations

5. Inorganic Growth: Our M&A Track Record (1)

Successfully and substantially compounded EPS since 2018 by driving organic and inorganic growth



5. Inorganic Growth: Our M&A Track Record (2)

Capital efficiency of acquired companies is increasing each year; AOC's ROIC (goodwill and intangible assets included) exceeded 7% starting in Year 1

ROIC of major acquired assets

Including goodwill and intangible assets

* In Japanese yen
Percentages in
parentheses are in
local currencies

	2020	2021	2022	2023	2024	2025
DGL (Pacific)	3.7% (3.4%)	4.4% (3.6%)	5.6% (4.5%)	5.8% (4.6%)	7.0% (5.1%)	7.2% (5.5%)
Betek Boya	7.4% (9.1%)	9.9% (14.9%)	7.9% (20.7%)	11.8% (45.7%)	16.4% (68.1%)	18.4% (94.3%)
PT Nipsea	- -	3.8% (3.6%)	5.3% (4.4%)	6.6% (5.2%)	7.1% (5.4%)	7.2% (5.8%)
Cromology	- -	- -	2.5% (2.3%)	2.9% (2.5%)	2.8% (2.2%)	2.1% (1.6%)
JUB	- -	- -	- -	5.7% (5.7%)	6.6% (6.2%)	7.8% (6.3%)
AOC	- -	- -	- -	- -	- -	7.2% (7.2%)

Excluding goodwill and intangible assets

* In Japanese yen
Percentages in
parentheses are in
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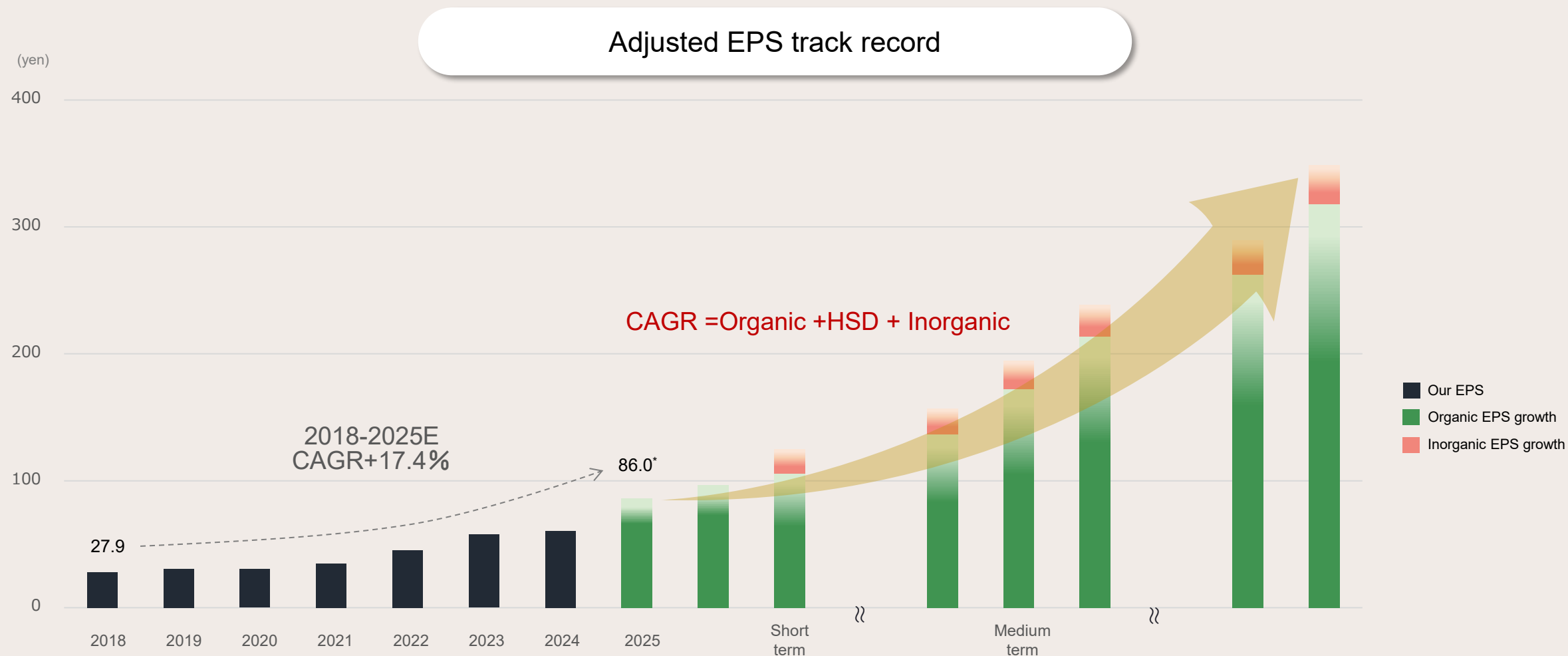
	2020	2021	2022	2023	2024	2025
DGL (Pacific)	52.4% (32.5%)	40.1% (23.1%)	32.9% (28.6%)	34.2% (29.3%)	41.6% (32.7%)	42.3% (34.7%)
Betek Boya	21.9% (20.8%)	27.3% (33.8%)	19.0% (47.5%)	29.3% (104.1%)	38.3% (155.1%)	45.8% (214.6%)
PT Nipsea	- -	34.7% (34.0%)	50.2% (41.8%)	62.2% (49.0%)	68.4% (51.3%)	68.1% (55.1%)
Cromology	- -	- -	50.3% (49.1%)	35.3% (31.3%)	31.0% (28.7%)	23.9% (22.3%)
JUB	- -	- -	- -	12.8% (12.4%)	15.1% (14.3%)	17.4% (14.4%)
AOC	- -	- -	- -	- -	- -	74.3% (74.9%)

* Assumptions for preparation:

- The ROIC for DGL (Pacific), Betek Boya, and JUB excludes Year 1 as these companies were acquired during the fiscal year and starts from Year 2. PT Nipsea and Cromology, acquired at the beginning of the fiscal year, are included from Year 1.
- None of these companies incurred any acquisition-related costs in Year 1.
- DGL (Pacific): For 2019-2023, the DuluxGroup figures reflect the consolidated total excluding Cromology and JUB. From 2024 onward, the figures reflect DGL (Pacific) only. For 2022, the figures exclude acquisition-related costs for Cromology and JUB (including small-scale acquisitions).
- Betek Boya: Goodwill deducted from the denominator does not reflect adjustments under hyperinflationary accounting. After-tax operating profit, the numerator, is shown after applying hyperinflationary accounting.
- For AOC, a 12-month pro forma value is used. Inventory step-up is excluded.
- For corporate tax rates, Betek Boya uses the statutory effective tax rate of 25% due to abnormal corporate tax rates due to hyperinflationary accounting. For other companies (PT Nipsea, DGL (Pacific), Cromology, and JUB), the average effective tax rate over the past three years is applied uniformly across all years.

6. Our Approach to Capital Allocation (1)

Our strong growth engine-driven by both organic and inorganic initiatives-underpins substantial upside in EPS growth and PER expansion

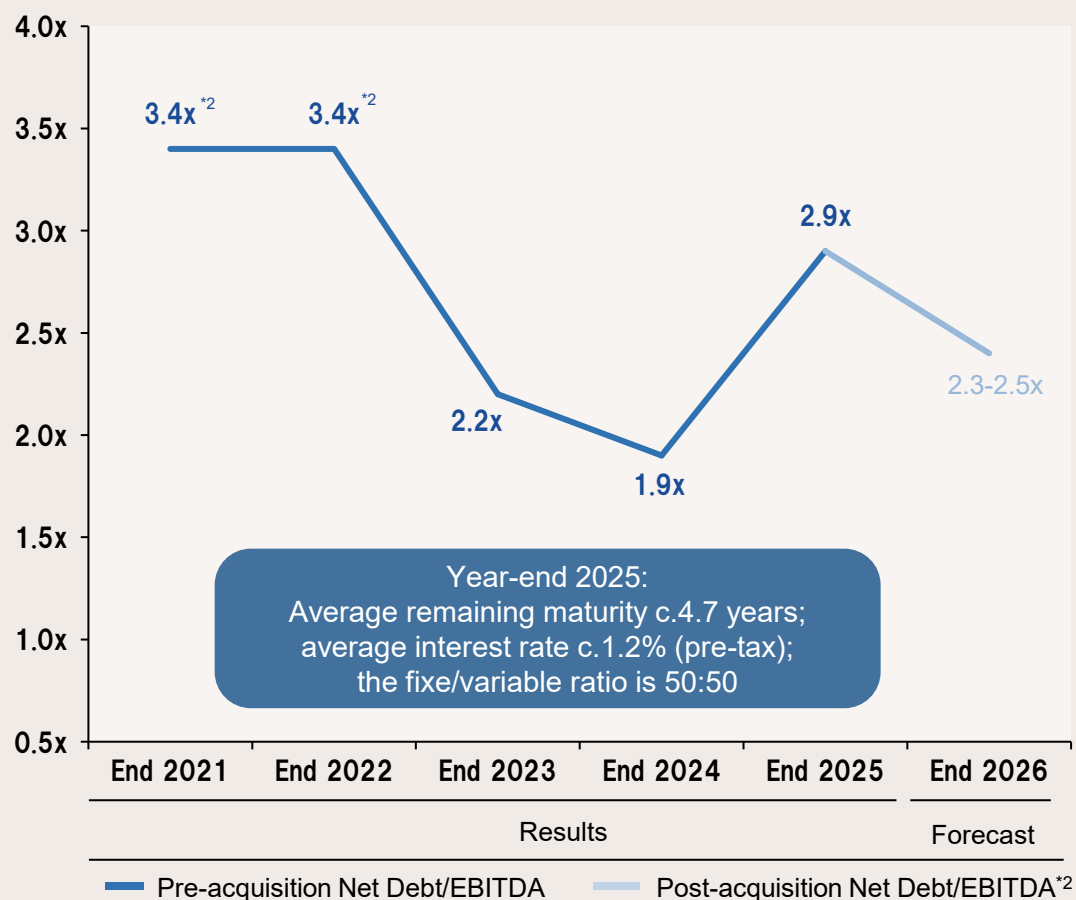


* Adjusted for hyperinflationary accounting, gains on transfer of fixed assets at Shinagawa Office, AOC's acquisition-related PPA expenses, etc.

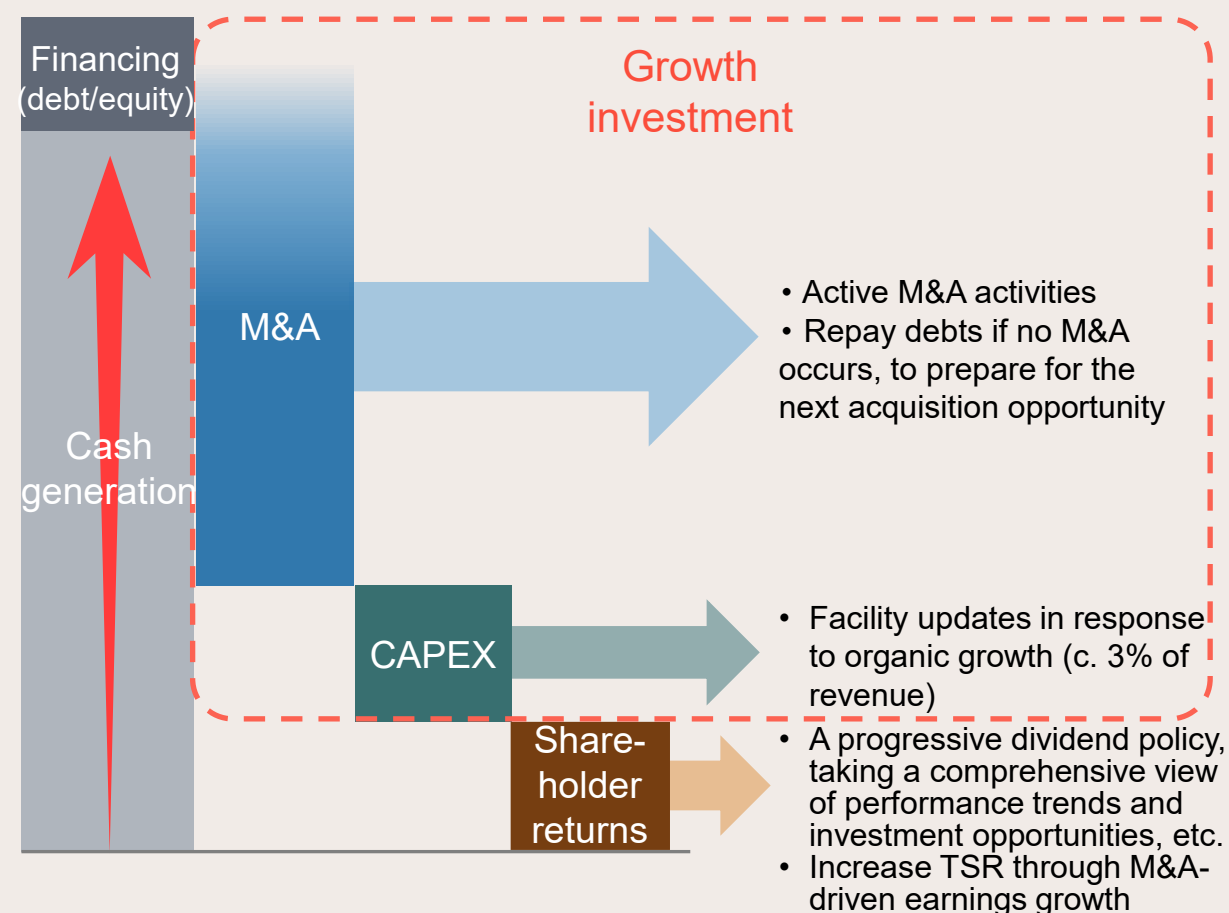
6. Our Approach to Capital Allocation (2)

We will continue active M&A investment, seizing opportunities aligned with MSV with financial disciplines maintained

Pro-forma leverage

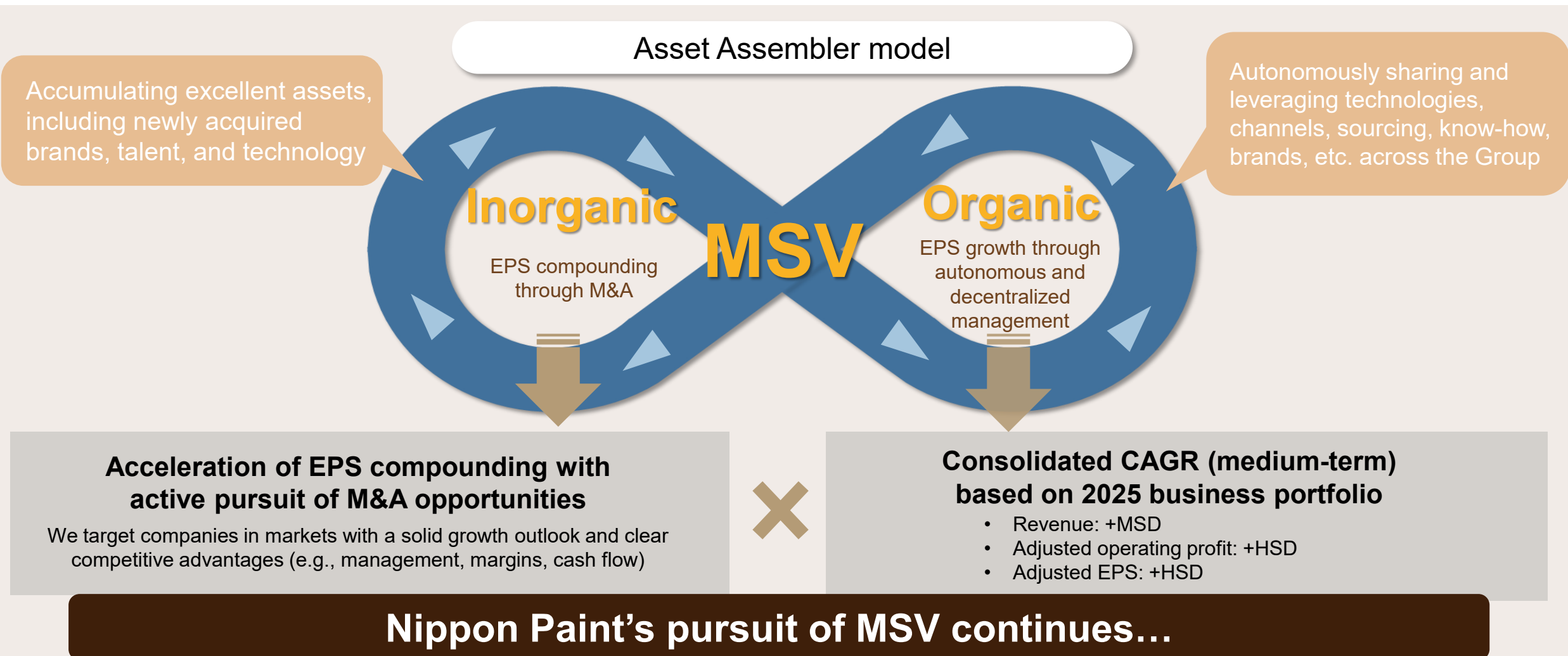


Cash allocation



7. In Summary

Sustainable EPS compounding shall enhance PER, achieving MSV over the long term



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Medium-Term Strategy Update Briefing Appendix

February 13, 2026
Nippon Paint Holdings Co., Ltd.

–Contents–





1. Medium-Term Growth by Asset (Actuals)	2
2. Medium-Term Medium-Term Strategy by Asset (Plan)	4
3. Market Share Transition by Asset	7
4. Sustainability Teams Approaches and Actions	8
5. Roadmaps of Sustainability Teams	9

1. Medium-Term Growth by Asset (Actuals)

		Our Medium-Term Growth					Medium-Term Market Growth ^{*2}				Key Drivers
		2024 guidance (in LCY)		2023-2025 Results			Initial Forecast		2023-2025 Actuals		
		Revenue CAGR	OP margin (vs 2023) ^{*1}	Revenue CAGR	Adjusted OP CAGR	Adj OP margin (2025)	Volume basis CAGR	Value basis CAGR	Volume basis CAGR	Value basis CAGR	
Japan	Segment total	+0~5%	↗ (2023: 9.5%)	1.0%	6.3%	10.7%					
	Deco			-1.7%			-1%	+1%	-4%	0%	Volumes decreased due to price increases in response to inflation and construction market demand was lower than expected due to inflation, which was offset by stable growth of paints for building structures; flat growth in overall decorative segment
NIPSEA China	Segment total	c. +10%	→ (2023: 12.5%)	1.1%	5.9%	14.7%					
	TUC	+10~15%		1.2%			+3%	+1%	-3%	-6%	Strengthen our leadership position by accelerating share gains in Tier 3 to 6 cities, capturing structural growth opportunities even as broader market conditions remain subdued
	TUB	c. +5%		-17.9%			+1%	+2%	-6%	-11%	Diversification and moving beyond the traditional new built residential segment into repainting, other non-residential segments and infrastructure
NIPSEA Except China	Segment total	+15~20%	→ (2023: 17.4%)	20.1%	20.7%	19.6%					
	Malaysia Grp. Singapore Grp. Thailand Grp.	+5~10%	→	12.5%			Singapore +1% Malaysia +3% Thailand +2%	Singapore +1% Malaysia +5% Thailand +2%	Overall growth +3%	Overall growth +3%	• Singapore: Accelerate brand pull & strengthen market channels • Malaysia: Win Top-of-Mind leadership and lead exterior category growth with focus on Ultra Premium and Premium range of products • Thailand: Sales transformation to technical & value selling (The Coatings Expert), invest in advertising, shift from Push to Pull
	PT Nipsea (Indonesia)	c. +10%	→ (2023: 32.8%)	4.0%	4.8%	33.7%	+3%	+6%	+1%	+2%	Strengthen brand leadership by accelerating growth in Ultra Premium and Premium decorative products and leveraging a solutions-driven approach by integrating coating systems with waterproofing technologies
	Betek Boya (Türkiye)	c. +10%	(→)* ³ (2023: 10.4%)	12.3%	12.2%	17.1%	+1%	+7%	+0%	17%	Reinforce leadership in decorative paints by capitalising on Betek's strong brand equity and continually strengthening its sales network and growing ETICS dominance by scaling environmentally friendly thermal insulation systems

^{*1} ↑ : ≧+2%、↗ : +1%～2%、→ : -1%～+1%、↘ : -1%～-2%、↓ : ≦-2% ^{*2} Market growth forecast is internal estimates. Value basis includes the impact of volume changes ^{*3} Subject to change due to the impact of hyperinflationary accounting

1. Medium-Term Growth by Asset (Actuals)

		Our Medium-Term Growth					Medium-Term Market Growth ^{*2}				Key Drivers
		2024 guidance (in LCY)		2023-2025 Results			Initial Forecast		2023-2025 Actuals		
		Revenue CAGR	OP margin (vs 2023) ^{*1}	Revenue CAGR	Adjusted OP CAGR	Adj OP margin (2025)	Volume basis CAGR	Value basis CAGR	Volume basis CAGR	Value basis CAGR	
DuluxGroup	Segment total	c. +5%	 (2023: 9.6%)	6.0%	6.1%	11.1%					
	DGL (Pacific)	c. +5%	 (2023: 12.8%)	6.3%	6.9%	14.1%	~+1%	+2~2.5%	~-1%	~+1%	Markets normalizing from 2020 COVID High. Return to growth delayed with soft broader economic conditions impacting repair and renovation market
	DGL (Europe)	+5~10%	 (2023: 4.4%)	5.7%	3.2%	6.1%	~+1% (France)	+1~3% (France)	~-3% (France)	~-4% (France)	Markets slightly negative to flat on a volume basis, with pricing pressure restricting value growth
Dunn-Edwards		c. +5%		4.3%			+2% (overall U.S.)	+5% (overall U.S.)	-1% (overall U.S.)	+1% (overall U.S.)	Growth driven by both volume and price increases while continuing to focus on existing product sales, bringing new products to market and gaining share in Northern California
AOC		-	-	-	-	34.1%	+3% (U.S.) +3% (Europe)	+5% (U.S.) +5% (Europe)	-6% (U.S.) -8% (Europe)	-7% (U.S.) -9% (Europe)	Overall market demand across geographies and end markets was unfavorably impacted by weaker macroeconomic conditions such as interest rates, housing starts, inflation, and GDP growth

*1 ↑: ≥+2%、↗: +1%~2%、→: -1%~+1%、↘: -1%~-2%、↓: ≤-2% *2 Market growth forecast is internal estimates. Value basis includes the impact of volume changes

2. Medium-Term Medium-Term Strategy by Asset (Plan)

		Our Medium-Term Growth						Medium-Term Market Growth ²				Market features and outlook ^{*2}	Key strategies to deliver market +α growth
		2023-2025 Results			Forecast (in LCY)			2023-2025 Actuals		Forecast			
		Revenue CAGR	Adjusted OP CAGR	Adj OP margin (2025)	Revenue CAGR	Adjusted OP CAGR	Adj OP margin (vs 2025) ^{*1}	Volume basis CAGR	Value basis CAGR	Volume basis CAGR	Value basis CAGR		
Japan	Segment total	1.0%	6.3%	10.7%	+LSD	+MSD	↗						
	Deco	-1.7%						-4%	0%	-2%	-1%	◆Market Growth Forecast (average of 2025-2028) Volume basis: -2% / Value basis: -1% Architectural domain: Despite continued decline in new housing starts, renovation demand supported by extensive existing stock is expected to sustain the market. Recovery in retail is slow due to inflation, but demand for energy-saving paints such as heat-insulating and environmentally friendly products is projected to increase. Structural domain: With aging infrastructure, maintenance needs for bridges and industrial plants are expected to remain stable over the medium to long term. Demand for high-performance anti-corrosion coatings that enhance durability in harsh environments and high value-added products such as "thick-film coating with fewer steps" to address labor shortages are anticipated to grow. Similar to the architectural domain, a shift toward functional, quality-focused market growth is expected.	Strengthen efforts to promote new construction and renovation projects, develop new customers, enhance sales proposals, and improve customer support. In particular, by actively launching high-performance and differentiated products that meet market needs in both the construction and structural sectors, we expect to achieve revenue growth that surpasses market trends
NIPSEA China	Segment total	1.1%	5.9%	14.7%	+MSD	+MSD	→						
	TUC	1.2%			+MSD			-3%	-6%	+1%	-1%	◆Market Growth Forecast Volume basis: +1%/Value basis: -1% •China's 2026 GDP target is expected at 4.5%-5%, signaling steady but slower growth under a focus on high-quality development •Policies continue to support stability, including fiscal easing and measures to soften the prolonged property downturn and bolster confidence •Market growth remains modest, with relatively stronger demand in lower-tier/rural cities and ongoing renovation needs despite continued weakness in new property activity	Enriching with new product line-up •Building a comprehensive paint and non-paint portfolio that addresses diverse customer needs across different market tiers, strengthening TUC's ability to compete on both breadth and value Strengthening brand leadership and consumer pull •Investing consistently in brand building, reinforcing TUC as the category leader through Matic Paint, superior decorative effects, and strong emotional brand cues Optimizing & expanding customers and channels •Strengthening NP store operations and expanding community stores which improves repainting conversion, deepen neighborhood penetration, and reinforce service-led differentiation •Building an efficient, last-mile distribution system to improve reach and service quality nationwide
	TUB	-17.9%			+LSD			-6%	-11%	-1%	-2%	◆Market Growth Forecast Volume basis: -1%/Value basis: -2% •Property easing continues, with measures such as reduced down-payment ratios and flexible mortgage terms forming part of broader efforts to stabilize demand in the weak housing market •Cities are actively pushing stalled projects through the strengthened Project Whitelist mechanism, nominating developments for expedited bank financing to ensure completion •Authorities are expanding affordable housing initiatives, encouraging government and SOEs to purchase existing commercial housing, with urban-renewal efforts supported by central subsidies and reinforced through the 2026-2030 Five-Year Plan priorities •Policies promote a shift toward selling finished homes, improving transparency and reducing buyer risk	Diversifying customer base beyond new-build residential •Diversifying and moving beyond the traditional new built residential segment into repainting, other non-residential segments and infrastructure sectors •Strengthening cooperation with high-quality, financially stable real estate enterprises and deepen partnerships with the Top 200 industrial enterprises to secure multi-segment volume resilience Strengthening business with strategic & institutional partners •Building long-term collaboration with strategic construction companies, project service vendors, government enterprises, and state-linked development bodies, increasing TUB influence in national renewal and infrastructure programs Building market leadership in scenario-based solutions & energy-saving coating systems •Leveraging NP strong brand and wide paint/non-paint offering to create end-to-end coating systems for buildings, façades, refurbishment, waterproofing, insulation and thermal-efficiency solutions Expanding into MRO (Maintenance, Repair & Operations) — A new growth engine •Positioning TUB as an integrated supplier for industrial renovation & maintenance offering industrial coatings, lubricants, degreasers, cleaners for mechanical parts, surface treatment chemicals etc

*1 ↑: ≥+2%、↗: +1%~2%、→: -1%~+1%、↘: -1%~-2%、↓: ≤-2% *2 Market growth forecast is internal estimates. Value basis includes the impact of volume changes

2. Medium-Term Medium-Term Strategy by Asset (Plan)

		Our Medium-Term Growth						Medium-Term Market Growth ^{*2}				Market features and outlook ^{*2}	Key strategies to deliver market +α growth
		2023-2025 Results			Forecast (in LCY)			2023-2025 Actuals		Forecast			
		Revenue CAGR	Adjusted OP CAGR	Adj OP margin (2025)	Revenue CAGR	Adjusted OP CAGR	Adj OP margin (vs 2025) ^{*1}	Volume basis CAGR	Value basis CAGR	Volume basis CAGR	Value basis CAGR		
NIPSEA Except China	Segment total	20.1%	20.7%	19.6%	+HSD	+HSD	→						
	Malaysia Grp. Singapore Grp. Thailand Grp.	12.5%			+MSD		→	Overall growth +3%	Overall growth +3%	Overall growth +3%	Overall growth +4%	◆Market Growth Forecast Volume basis: +3%/Value basis: +4% · Malaysia, Singapore, and Thailand are expected to see steady growth supported by investment activity and improving export momentum across the region · Domestic consumption remains a key driver, aided by relatively stable inflation, continued government support, and resilient household spending	• Singapore: Reinforce market leadership by sustaining high-impact marketing and dealer/painter activation to outpace competitors, while strengthening category dominance through continued premiumisation and superior exterior solutions • Malaysia: Elevating Top-of-Mind leadership, expanding share in Ultra Premium and Premium exterior solutions, and leveraging product and service differentiation to deliver sustainable, margin-accretive growth • Thailand: Drive better-than-market growth in Thailand by transforming the sales model toward technical and value-based selling
	PT Nipsea (Indonesia)	4.0%	4.8%	33.7%	+HSD	+ HSD	→	+1%	+2%	+2%	+3%	◆Market Growth Forecast Decorative: Volume basis: +2%/Value basis: +3% · World Bank projects Indoneisa's growth to hover around 5.0% through 2026–2027, supported by investment and net exports · Domestic consumption remains Indonesia's core growth engine, supported by low inflation, social assistance, and stable household spending	• Driving the NP brand by sharpening the value proposition of Ultra-Premium and Premium ranges, emphasizing product improvements (durability, ease of application) and colour leadership communication • Expanding the professional waterproofing range with new SKUs to offer a full-system waterproofing solution, improving competitiveness in both retail and project environments • Increasing penetration of new retail shops, targeting the under-served second-tier and fast-growing suburban markets • Strengthening distribution quality through selective partner development & channel upgrading • Increasing dealer productivity through CCM-equipped dealers by enhancing in-store tinting capability, increasing full-range depth and providing promoter support and digital tools
	Betek Boya (Türkiye)	12.3%	12.2%	17.1%	+DD	+ DD	→	+0%	+17%	+2%	+5%	◆Market Growth Forecast Decorative: Volume basis: +2%/Value basis: +5% •IMF projections place 2026 GDP growth at ~4.2%, with the Turkish Central Bank forecasting 13–19% inflation for 2026, showing a continued disinflation path · With inflation moderating but still high, market value growth will continue to be inflated by price effects · Monetary policy is expected to remain tight in 2026 to ensure conditions needed to bring inflation closer to the medium-term 5% target	• Expanding adoption of end-to-end coating systems and anchoring Betek as the preferred technical partner for contractors, applicators, and renovation programs • Positioning Betek as the Top-of-Mind brand across all decorative paint price tiers -Ultra Premium, Premium, and Mass - while emphasizing durability, sustainability, and superior finish quality • Growing volume contribution by expanding into non-core regions, supported by targeted channel development, localised merchandising, and improved logistics coverage • Leveraging the rapidly expanding demand for ETICS, where Betek already commands a strong and fast-growing market position

*1 ↑ : ≥+2%、↗ : +1%~2%、→ : -1%~+1%、↘ : -1%~-2%、↓ : ≤-2%

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		Revenue CAGR	Adjusted OP CAGR	Adj OP margin (2025)	Revenue CAGR	Adjusted OP CAGR	Adj OP margin (vs 2025) ^{*1}	Volume basis CAGR	Value basis CAGR	Volume basis CAGR	Value basis CAGR		
Dulux Group	Segment total	6.0%	6.1%	11.1%	+MSD	+ DD	↑						
	DGL (Pacific)	6.3%	6.9%	14.1%	+MSD	+ MSD	→	~-1%	~+1%	~+1%	+2~2.5%	◆Market Growth Forecast(3-5 years) Decorative in Pacific: Volume basis: ~+1%/Value basis: +2~2.5% Decorative in France: Volume basis: ~+1%/Value basis: +1~2% •In Australia, the renovation and repair segment of the Decorative paint market is highly resilient and mature market which has flattened from its "COVID enhanced" abnormal 2020 peak •In general, decorative paint market volumes are primarily correlated with GDP, interest rates and to a lesser extent new housing starts. Consumer confidence indicators remain subdued with the persistence of cost of living pressures ie. low GDP growth rate, high inflation and increased interest rates following record lows. A resilient jobs market will support gains in household spending, with the Australian economy expected to slowly improve in 2026 •In France, the decorative paint market has continued to contract post the "COVID enhanced" demand due to tighter credit conditions and subdued housing sector. It is expected the market will gradually improve from 2026 with the easing of these conditions and gains in consumer confidence	•Continue strong track record of organic growth in DGL Pacific Paints and Coatings by maintaining a focus on the granularity of growth and core fundamentals, being consumer engagement, premium brands, innovation and customer service. •Deliver growth via product innovation in B&D and and minor 'bolt on' acquisitions in Yates garden care. •Target acquisitions in the Pacific and Europe that enable key strategic growth opportunities •Accelerate DGL Europe P&C growth including step changing Cromology France (leveraging Dulux Pacific capabilities) and enabling JUB's continued focus on fundamentals •Drive growth in SAF Global markets leveraging our NPT joint venture in Europe, whilst accelerating Selleys ANZ (retail, trade and household cleaning) and enabling growth in Selleys Asia
	DGL (Europe)	5.7%	3.2%	6.1%	+MSD	+ DD	↑	~-3% (France)	~-4% (France)	~+1% (France)	+1~2% (France)		
Dunn-Edwards		4.3%			+MSD		↑	-1% (overall U.S.)	+1% (overall U.S.)	+2% (overall U.S.)	+3% (overall U.S.)	◆Market Growth Forecast Decorative (overall U.S.): Volume basis: +2%/Value basis: +3% •American Coatings Association (ACA) estimates steady volume growth for both the DIY and Professional customer segments •Easing of interest rates in the U.S. is expected to contribute to growth in the housing sector and related industries	•Increased demand as the housing market recovers •Expand store geographical coverage in underserved areas -Primary focus on Northern California •Continue to grow alternate channel segments -Domestic and international dealer network •Increase capabilities to win and better serve the commercial customer
AOC		-	-	34.1%	+MSD	+ MSD	↗	-6% (U.S.) -8% (Europe)	-7% (U.S.) -9% (Europe)	+5% (U.S.) +2% (Europe)	+4% (U.S.) +2% (Europe)	Market demand forecast reflects recovery consistent with macroeconomic factors across geographies and end markets between 2025-2028.	•Strong innovation engine; AOC's pipeline remains strong, especially in areas where solutions can substitute other materials; we expect increased demand as the market recovers •Continued implementation of business systems to drive value for AOC and its customers

*1 ↑ : ≧+2%、↗ : +1%~2%、→ : -1%~+1%、↘ : -1%~-2%、↓ : ≦-2%

*2 Market growth forecast is internal estimates. Value basis includes the impact of volume change

*3 Pro-forma figures (unaudited)

3. Market Share Transition by Asset

*NPHD's estimates			2021	2022	2023	2024	2025
NIPSEA China	TUC ^{*1}		23%	24%	25%	25%	25%
	TUB ^{*1}		9%	8%	9%	9%	8%
NIPSEA Except China	Singapore (TU-Consumer)		75%	75%	75%	75%	75%
	Malaysia ^{*2} (Decorative)		39%	40%	41%	42%	43%
	Betek Boya (Türkiye) (Decorative)		34%	34%	35%	35%	36%
	PT Nipsea (Indonesia) (Decorative)		17%	18%	19%	19%	20%
	NPI (India) (Decorative)		-	-	No.2 in southern two states (Tamil Nadu and Karnataka)		No.2 in Tamil Nadu No.3 in Karnataka
	Alina (Kazakhstan)	Dry-mix mortar	-	-	56%	57%	58%
		Decorative ^{*3}	-	-	14%	14%	14%
DuluxGroup	DGL (Pacific) (Decorative in Australia) ^{*4}		50%	50%	50%	50%	50%
	DGL (Europe) (Decorative)		Cromology: No.1 in Italy and No.2 in France and Portugal JUB: No.1 in Interior paints in Slovenia, Croatia, Bosnia and Herzegovina, and Kosovo				
Dunn-Edwards (Decorative) ^{*5}			2.5%	2.5%	2.5%	2.5%	2.5%
AOC			-	-	AOC is the leader in North America and has a leading presence in the more fragmented European market		

*1 Our China decorative business has been re-organized into TUC and TUB based on customer segmentation since 2023.
The TUC and TUB market shares have been redefined to be consistent with the re-organization

*2 In 2025, we retrospectively revised our market share figures following an internal review using more comprehensive data previously unavailable

*3 In 2025, we retrospectively revised our market share figures to reflect an expanded scope, from water-based decorative coatings only to both water-based and solvent-based coatings

*4 Volume basie *5 Value basis

3. Sustainability Teams Approaches and Actions

	Approaches for boosting EPS	Actions and Examples Leading to higher EPS
Environment & Safety	<ul style="list-style-type: none">•Reduced carbon emissions and increased renewable energy consumption•Reduced waste generation, increased resource recovery (reuse, recycling), and increased sustainable water consumption•Management of high-consequence safety risks to protect people, assets, and supply	<ul style="list-style-type: none">•Alignment of carbon reporting definitions for Scope 1, 2 and 3 emissions and data capture, sharing experiences supporting preparedness for mandatory climate disclosures•Various recovery and reuse projects for waste and water across all PCGs and alignment on reporting approach to gain insights and further drive improvement opportunities•Increased hazard awareness, common guidance and shared earning for management of process safety risks
People & Community	<ul style="list-style-type: none">•Dynamic and open corporate culture, as well as a pleasant and rewarding work environment that encourages every employee to take on challenges and fully showcase their unique qualities and abilities in generating new value and business•As an inclusive business initiative, our “Coloring Lives” aims to create tangible social impact in the communities of the countries where we operate•Our focus is on investing in and fostering growth in socio-economically challenged areas through three key CSR pillars: Education, Empowerment, and Engagement	<ul style="list-style-type: none">•Senior Management in Japan Group playing multiple roles and taking initiatives for enhancing Group synergies and expanding market share•NIPSEA Technology Leadership Council and Japan Segment Technology Leadership Team sharing and integrating Expertise and R&D Strategy for more sustainable business•Development of Group CSR Framework to guide teams across the group in creating social impact in communities
Innovation & Product Stewardship	<ul style="list-style-type: none">•Drive Sales of Sustainable Products•Improve Productivity by introducing innovative process	<p>◆Low temp. Fast curing platform Since launching the first project (Automotive) in 2016, over 30 projects have been launched and are still ongoing. Expect to see its significant business expansion till 2030. It will continue to foster sustainable business growth and deliver enhanced value to our customers</p> <p>◆LSI (Leveraging, Sharing, and Integration) To improve Nippon Paint Group efficiency by identify best practice products, projects, process from different NPXs, then encourage sharing, leverage and integration. For an instance, one Joint conference was held and many topics covers from sustainable feedstocks to applications and services, which enhance our future sustainable business</p>
Governance	<ul style="list-style-type: none">•Board considers the discussion of the Group’s growth strategy as a key issue and encourages timely and appropriate risk-taking by the management without slowing down the speed of decision making on management proposals•Simple and efficient internal Control framework in the Asset Assembler Model (framework being enforced through Nippon Paint Group Global Code of Conduct, Basic Policies of Global Risk Management (GRM) and Global Basic Policies of Whistleblowing Hotline)	<ul style="list-style-type: none">•Flexible use of off-site meetings, and others, to enhance growth strategy discussions•Operation being sophisticated based on Control-Self-Assessment (CSA) in accordance with the GRM of each PCG
Sustainable Procurement	<ul style="list-style-type: none">•Realize sustainable and optimized procurement cost and mitigate the risk of supply chain disruption•It reduces the disruption and production cost, leading to stable MSV expectation	<ul style="list-style-type: none">•Adopt a risk-based approach to supply chain management, aiming to improve processes by<ul style="list-style-type: none">- promoting multi-sourcing and reducing reliance on single suppliers which mitigate the impact of natural disasters- tracking high-risk and high-impact raw materials across the group using a standardized matrix•Conduct Supplier Sustainability Survey based on our Supplier Code of Conduct to identify suppliers that are compliant with our Code and those with weakness in certain areas

*PCG: Partner Company Group, referring to the group of companies by region and business

4. Roadmaps of Sustainability Teams

		Step1	Step2	Step3	Step4
Environment & Safety	Climate Change	◆2025 •Enabled Carbon collaboration group for increased understanding of carbon emissions, such as: - Scope 1, 2 & 3 agreed reporting common definitions - Scope 3 improvement program in collaboration with procurement and technology teams - Share of experience for data collection & reporting tools	◆2026 • Continue Carbon collaboration group for understanding and improving carbon mitigation, such as: - Scope 1 & 2 data insights to drive PCG improvement - Scope 3 data capture and improvement program in collaboration with procurement and technology teams - Ongoing sharing of experience for data collection & reporting tools, including preparedness for mandatory climate disclosures, where relevant	◆-2030 •DuluxGroup (Pacific): 50% renewable electricity consumption and 50% Scope 1 & 2 reduction 2030 (2020 baseline) •Japan Group: 37% Scope 1 & 2 reduction 2030 (2019 baseline)	◆2050-2060 •Net zero carbon (Scope 1 & 2)
	Resources & Environment	◆2025 - Continued efforts to improve resource use and efficiency through sharing improved reporting definitions	◆2026 - Driving water resource use improvements in high stress regions, with ongoing monitoring of water withdrawn and consumed - Focus on PCG waste generated increasing visibility through improved reporting to drive PCG improvements	◆-2060 •Significantly improve the circularity of our supply chains (e.g. renewable resources, waste, water)	
	Safe People & Operations	◆2025 •Enabled collaboration group to share, review, and align technical and operating standards across PCGs for management of high-consequence process safety risks (i.e. flammable solvents, combustible dusts)	◆2026 - Process Safety Collaboration group to compare and align on common guidance for management of high-consequence process safety risks. - Continue sharing and learning from high-potential events, increasing hazard awareness across the PCGs.	◆-2060 •Enable effective control of high-consequence safety risks to reduce high-potential incidents and prevention of disasters and fatalities	
People & Community	DE&I	◆2025 •NIPSEA Group: - Launched the HR Competency Framework, establishing clear standards and a structured roadmap for career development and internal mobility - Drove digitalisation and AI enablement across HR •DuluxGroup: - Launched the very first Dulux Trade First Nations Reconciliation Strategy - Built capability with a focus on AI •Dunn-Edwards: - Shaped initiatives based on survey feedback (career growth) and shifted committee from DEI to Engagement focus - Developed and implemented training on how to identify opportunities within DE, interview process •Japan Group: - Adopted and disclosed initiatives to build a sustainable culture that supports women's advancement - Conducted employee engagement surveys using a framework that makes easier to use in the workplace	◆2026- •NIPSEA Group: - Define and activate a talent strategy leveraging engagement insights to strengthen talent value proposition - Refresh MTP process to conduct environmental scans not only to assess business priorities but also to evaluate people needs •DuluxGroup: - Refocus and alignment on measuring and reporting on gender balance and gender pay gap - Deliver First Nations Reconciliation Strategy RoadMap •Dunn-Edwards: Ongoing focus on employee engagement, carrying our culture forward •Japan Group: Establish a problem-solving framework leveraging employee engagement survey results	◆2027-2029 •NIPSEA Group: - Define and activate a talent strategy leveraging engagement insights to strengthen talent value proposition - Empower employees to confidently adopt and use AI for smarter, more efficient work •DuluxGroup: - A more balanced, representative leadership pipeline, strengthened by commercial outcomes directly tied to inclusive practices - A globally connected, future-ready talent system ensuring no critical role without a ready successor •Dunn-Edwards: Continuing focus on employee engagement, carrying our culture forward •Japan Group: An organization where the company and employees work together as equal partners, embracing a future-oriented work style	
	Growth with Community	◆2025 •NIPSEA Group: Launched the Employee Volunteering Policy to all entities in NIPSEA Group •DuluxGroup: - Invested more than \$1.5M in CSR projects - Continued to increase the number of employee volunteer hours by at least 10% (Yoy)	◆2026- •NIPSEA Group: - Impact the lives of 10 million individuals each year - Invest at least USD5 million to support CSR initiatives each year •DuluxGroup: In consultation with relevant marketing teams, establish a DGL Community (CSR) forum to share knowledge across regions and businesses	◆2027-2029 •NIPSEA Group: - Impact the lives of 10 million individuals each year - Invest at least USD5 million to support CSR initiatives each year •DuluxGroup: Increasing brand value and EVP benefits of CSR activity •Dunn-Edwards: Expand vocational training programs across Arizona, San Diego, and Orange County to meet local workforce needs and create clear pathways to employment •Japan Group: Continuing our initiatives toward the 150th anniversary and expanding the nationwide rollout of the HAPPY PAINT PROJECT	

4. Roadmaps of Sustainability Teams

		Step1	Step2	Step3
Innovation & Product Stewardship	Sustainable Products	<p>◆2025-</p> <ul style="list-style-type: none">Established a sustainable project portfolio across Japan and ChinaDefined and advanced two focus areas: Low-temperature fast curing and low-carbon feedstockPrioritized two key application directions: automotive coatings and industrial coatings	<p>◆2026</p> <ul style="list-style-type: none">NIPSEA Group: Continue to drive optimization of the sustainable project portfolio and plan to establish a realistic target for sustainable revenue growthDuluxGroup: Continue implementing the sustainable product sales roadmap to deliver growthAOC: 59% of 2026 development portfolio targets sustainability	<p>◆-2030</p> <ul style="list-style-type: none">NIPSEA Group: Leverage the entire value chain, from low-carbon feedstock to end-of-life solutions, to holistically drive sustainable revenue growthDuluxGroup: Deliver 2030 targets of20% revenue derived from Best in Class sustainable product sales30% average recycled content in packaging
	Chemicals of Concern	<p>◆2025-</p> <ul style="list-style-type: none">NIPSEA Group:<ul style="list-style-type: none">Completed global regulatory mapping for MCCP and are working with R&D to identify alternative solutionsPhased out CMR substances (carcinogenic, mutagenic, and reprotoxic) across three product pipelines in China TUAOC:<ul style="list-style-type: none">Eliminated PFAS chemicals from AOC productsMonitoring the styrene situation in the U.S. as TSCA prioritization actions continue	<p>◆2026</p> <ul style="list-style-type: none">Regulatory Monitoring :<ul style="list-style-type: none">AOC : Tracking potential new EU chemical classifications (CLH) for key substancesProduct Reformulation : In EMEA, eliminate TPO in CIPP formulations and introduce alternatives where feasibleInnovation Trials : Advancing BPA-free drinking-water formulations into the customer trial phaseNIPSEA Group : Continuing efforts to phase out CMR substances (carcinogenic, mutagenic, and reprotoxic) from formulationsDuluxGroup : Continuously reviewing and implementing Group CoC position statements for identified high-concern chemicals	<p>◆-2030</p> <ul style="list-style-type: none">Proceeded the CoC phasing out plan by regions and business units based on local statusContinuously evaluated other CoC restriction requirements and implementing action plans
	R&D	<p>◆2025</p> <ul style="list-style-type: none">The innovation pipeline has been quantified to include programs that enable AOC's customers or end users to achieve sustainability objectivesNew capability: AOC and China gained in-house LCA (Life Cycle Assessment) expertise using SimaPro and EnOS softwareOptimized the sustainable project portfolio and conducted LSI to contribute to MSV	<p>◆2026</p> <p>Innovation :</p> <ul style="list-style-type: none">NIPSEA Group: Continued product development across multiple business areas (e.g., radiative cooling coatings, biodegradable packaging, low-temp. fast curing)DuluxGroup: Continued implementation of sustainable products roadmaps and new product initiatives aimed at improving sustainability of products (e.g., carbon footprint, durability, reduced VOC levels). Continued implementation of initiatives to increase recycled content in packagingAOC: A program for ultra-low-density body panels ("TCA float") aims to extend EV range and boost ICE vehicle efficiency	<p>◆-2030</p> <ul style="list-style-type: none">NIPSEA Group: Develop and scale circular, bio-based, and digitally optimized coating solutionsAOC: Fully implement a digitalized R&D process globally to enhance the quality of developed products and improve product development cycle time
	Product Stewardship	<p>◆2025</p> <ul style="list-style-type: none">NIPSEA Group: A new SDS tool implementation initiative kicked off to improve chemical management and operation efficiencyAOC: Dedicated regulatory team and documentation in place	<p>◆2026</p> <ul style="list-style-type: none">AOC:<ul style="list-style-type: none">Establish structured monitoring and communication of global regulatory changesStandardize product stewardship inquiry response and customer survey processes and templatesUpgrade SDS and GHS labeling (e.g., new directive on microplastics in EU)NIPSEA Group:<ul style="list-style-type: none">Establish structured monitoring and communication of global regulatory changesFinish the implementation of SDS Tool for China to improve the operation efficiencyDuluxGroup:<ul style="list-style-type: none">Continued implementation of our emerging concern regulatory and stakeholder concern monitoring process	<p>◆-2030</p> <ul style="list-style-type: none">Proactively monitor all regulatory updates and continuously ensure full compliance and transparency in all documentation (e.g., SDS, CLP labeling) and products

* Product Carbon Footprint

4. Roadmaps of Sustainability Teams

		Step1	Step2	Step3
Governance	Board of Directors Governance	◆2025 Addressed the following; •Enrichment of discussion on growth strategy •Thorough engagement in succession planning •Further upgrading of the “Audit on Audit” framework	◆2026 • Further Enrichment of discussion on growth strategy • Thorough engagement in succession planning • More effective “Audit on Audit”	◆2027- Continue to strongly support Executive team's MSV by further enhancing governance
	Execution Governance	◆2025 •Effectively utilised the CSA list as a tool for voluntary inspections and promoted the penetration of an autonomous, exhaustive risk identification to countermeasure implementation system in each PCG •On the Whistleblowing Hotline, shared best practice from each PCG to ensure more effective and efficient operation •Extended and brushed up various measures and initiatives to new AOCs joining the Group in order to maintain and improve governance and internal controls across the Group	◆2026 • Respond to the revision of the Corporate Governance Code • Keep the CSA list updated by continuously reviewing it • Expand the operation of whistleblowing hotline based on actually reported cases • Follow up new PCG's efforts, such as AOC's, to upgrade its control systems. • Continue to monitor the regulatory environment of economic sanctions amid unstable international circumstances	◆2027- • Continue to position CSA as a main tool for global risk management. • Effectively run the whistleblowing system based on its reporting . • Monitor new compliance areas, such as business and human rights, to keep the governance updated
Sustainable Procurement	Strengthen Internal Mindset and Enhance Understanding of Sustainable Procurement	◆2025 •Conducted supplier ESG assessment •Developed supplier ESG engagement framework - Supplier awareness/training workshop - Supplier ESG audit program •Compiled RM Life-cycle Assessment (LCA) data •Supported compilation of Scope 3 carbon emission •Updated country & region of origin of RM in the SAP system (for climate risk assessment)	◆2026- Continue to strengthen internal mindset for sustainable procurement	
	Sustainable Procurement Actions with Suppliers	◆2025- •Adopted a risk-based approach to supply chain management, aiming to improve processes by - Promoting multi-sourcing and reducing reliance on single suppliers which mitigate the impact of natural disasters - Tracking high-risk and high-impact raw materials across the group using a standardized matrix •Conducted Supplier Sustainability Survey based on our Supplier Code of Conduct to identify suppliers that are compliant with our Code and those with weakness in certain areas •Collaborated with key suppliers to innovate sustainable products and processes via the Global Key Account Management (GKAM) strategy	◆2026 - •Continue to adopt a risk-based approach to supply chain management, aiming to improve processes by - promoting multi-sourcing and reducing reliance on single suppliers which mitigate cost impact & also natural disasters - tracking high-risk and high-impact raw materials across the group using a standardized matrix •Conduct Supplier Sustainability Survey based on our Supplier Code of Conduct to identify suppliers that are compliant with our Code and those with weakness in certain areas and follow up with Alina & AOC for completion. •Collaborate with key suppliers to innovate sustainable products and processes via the Global Key Account Management (GKAM) strategy based on group common suppliers & prcurement value	