

**Investor Briefing on Acquisitions of Akzo Nobel's Decorative Paints Businesses
in Southeast Asia Presentation Summary
October 5, 2026**



Good afternoon, everyone. I am Yuichiro Wakatsuki, Co-President of Nippon Paint Holdings. Thank you for taking the time to join us today at such short notice, despite your busy schedule. I would also like to welcome the members of the media joining us.

Today, I will provide an overview of our acquisitions of Akzo Nobel's decorative paints businesses in Southeast Asia.

1. Executive Summary

- ▶ On October 3, Nippon Paint Group signed definitive agreements to acquire Akzo Nobel's decorative paints business in Southeast Asia for USD 1.35 billion (c. JPY 216 billion^{*1}).
- ▶ Nippon Paint Group has shown superior track record of growth in the region with robust distribution networks, strong brand recognition, and reliable supply systems through the NIPSEA Group. These transactions will further reinforce the Group's presence across Southeast Asia, particularly Vietnam, Indonesia, Malaysia, and Thailand.
- ▶ These acquisitions will add the well established Dulux brand — which is already owned by DuluxGroup in ANZ — into Southeast Asia, further enhancing its product portfolio. By offering a comprehensive lineup that includes Dulux and Maxilite and Aquatech, together with its existing brands, the Group will cover products across a broad range of customers and enhance its ability to meet customer needs across the region.
- ▶ These acquisitions are not Asset Assembly acquisition but "bolt-on" acquisitions, expected to generate significant synergies with existing businesses through close collaboration across procurement, manufacturing, logistics, and sales functions.
- ▶ The acquired businesses are expected to be EPS^{*2} accretive from Year 1, with ROIC exceeding our WACC by Year 3. The acquisitions will be fully financed through debt, with no plans for equity financing.

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*1 JPY amounts are calculated using an exchange rate of USD/JPY = 160.0
 *2 Reflects PPA-related depreciation and amortization (under review, including a one-off inventory step-up charge in Year 1) and interest costs on acquisition financing.
 Excludes deal-related transaction expenses

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First, let me provide an overview of the acquisitions.

On October 3, we signed definitive agreements to acquire Akzo Nobel's decorative paints businesses in Southeast Asia for USD 1.35 billion. The transactions encompass operations in seven countries, including Vietnam, Indonesia, Malaysia, and Thailand, as well as ownership of the Dulux brand in Southeast Asia. We already own the Dulux brand in Australia and New Zealand.

In a nutshell, these are highly strategic "bolt-on" M&A transactions that add new brands, a customer base, and production and R&D capabilities to our already strong business platform in Southeast Asia, rather than "Asset Assembly" M&A transactions such as AOC.

The Nippon Paint Group has achieved strong growth in Southeast Asia, supported by the robust distribution network, brand portfolio, and supply chain developed through the NIPSEA Group. The addition of Dulux, Maxilite, and Aquatech, together with customer touchpoints across retail and project channels, will further strengthen our regional presence and channel coverage.

Financially, we expect the acquisitions to be EPS accretive from Year 1, with ROIC, including synergies, exceeding WACC by Year 3. The transactions will be funded through bank borrowings and cash on hand, with no equity financing planned.

As we have consistently emphasized, M&A is not an end in itself. In pursuing Maximization of Shareholder Value (MSV), our key criterion is whether a transaction can deliver sustainable EPS compounding.

2. Overview of the Acquisitions

Overview of transactions

- ▶ Akzo Nobel's decorative paints business in Vietnam, Malaysia, Thailand, Australia, Papua New Guinea and Singapore (including the Dulux brand in the region)
- ▶ Acquisition of 100% of Akzo Nobel's decorative paints joint venture in Indonesia, which is a separate transaction and is distinct from the other Share Acquisitions and Business Transfers
 - Businesses including three production sites and one R&D center (Malaysia)
- ▶ 2026 projections: Revenue in excess of USD c.330 million, EBITDA margin of c.26%

Considerations and Schedules

- ▶ Acquisition Price across all contemplated transactions is: USD 1.35 billion (EV/EBITDA: c.16x)^{*1}
- ▶ Financing: Funded through bank borrowings and cash on hand, with no equity financing planned
- ▶ Schedule: Closings are expected to take place in late 2026 (Indonesia) and mid-2027 (All other countries, following regulatory approvals and completion of carve-out procedures)^{*2}

Financial Impact

- ▶ Expected to be EPS^{*3} accretive from Year 1, with ROIC > WACC by Year 3
- ▶ Pro forma leverage at the end of fiscal year 2026 is expected to be c.2.8x
- ▶ Annual run-rate synergies^{*4} expected at minimum HSD(high single-digit)% to sales

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^{*1} Based on 2026E EBITDA ^{*2} The process of separating the target business from Akzo Nobel in preparation for its sale or transfer.
^{*3} Reflects PPA-related depreciation and amortization (under review, including a one-off inventory step-up charge in Year 1) and interest costs on acquisition financing.
^{*4} Excludes deal-related transaction expenses
^{*4} Annualized estimate of synergies expected at this time

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Let me now outline the scope of the acquisitions.

The transactions cover Akzo Nobel's decorative paints business in Malaysia, Singapore, Thailand, Vietnam, Australia, and Papua New Guinea. In addition, in Indonesia, we will acquire a 100% stake in Akzo Nobel's decorative paints joint venture through a separate transaction from the share acquisitions and business transfers in the other markets. The acquisitions also include three production facilities and one R&D center in Malaysia.

In 2026, the business is expected to generate revenue of more than USD 330 million, with an EBITDA margin of approximately 26%. The aggregate acquisition price of USD 1.35 billion across all transactions implies a multiple of approximately 16 times forecast 2026 EBITDA.

We believe this valuation reflects the businesses' intrinsic value, taking into account their growth potential, market position, and brand strength, together with the significant synergies we expect to realize. The valuation should therefore be assessed differently from the multiples typically applied to Asset Assembly M&A transactions.

We expect the transactions to close in mid-2027, subject to regulatory approvals in the relevant countries and completion of the carve-out process. In Indonesia, the acquisition of Akzo Nobel's joint venture is expected to close earlier, in late 2026. Throughout the period leading up to closing, our top priority will be to ensure business continuity.

3. Strategic Significance of the Acquisitions



The strategic significance of these acquisitions can be summarized in four points.

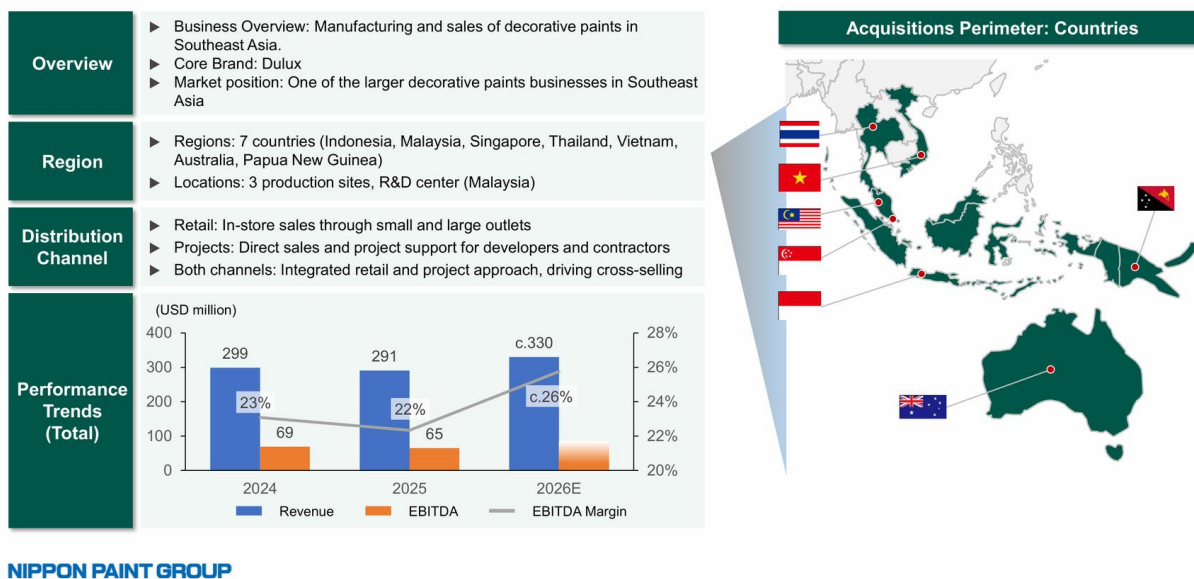
First, it will further strengthen our decorative paints business, one of our core businesses. We already operate in each of the target countries, making these highly strategic bolt-on acquisitions in familiar markets where we can build on our established platform.

Second, it will expand our brand portfolio through the addition of Dulux, Maxilite, and Aquatech. Combining these brands with our existing portfolio will broaden our product lineup and enable us to meet a wider range of customer needs.

Third, the acquisitions will expand our customer base in the fast-growing Southeast Asian market. The business serves customers through both retail channels, spanning small and large stores, and project channels, serving developers and contractors. Combining our distribution network with its strength in winning project business will create opportunities for cross-selling and new customer acquisition. Integrating the three production facilities and one R&D center into our existing platform will also enhance our supply capabilities, product development, and color services.

Fourth, we see a clear path to realizing synergies by combining the valuable assets of Akzo Nobel's decorative paints businesses with our existing network. These acquisitions align closely with our strategy and build on our established regional platform.

4. Profile of the Acquisitions



Next, let me provide a profile of the businesses we are acquiring.

The acquired businesses are among the larger decorative paints businesses in Southeast Asia, with Dulux as their core brand. They serve customers through retail channels, spanning small and large stores, and project channels, serving developers and contractors. The integrated operation of these two channels will provide extensive customer reach.

In terms of performance, both revenue and EBITDA are expected to grow in 2026, with a forecast EBITDA margin of approximately 26%, significantly above our Group average.

We place particular importance on the strength of the Dulux brand, the businesses' customer base and local presence, and the tangible opportunities to create value by combining it with our existing operations.

5. Medium- to Long-Term Growth Strategy Post-Acquisitions

Accelerating growth through country-specific and group-wide initiatives

Country-Specific Initiatives

- ▶ Expanding store and dealer networks, especially in Indonesia and Vietnam

Accelerating new store openings and new retailer development in major cities

Improving product availability and customer choice at existing stores

Shortening lead times with supply systems near customer locations

Reducing supply costs and improving operational efficiency through local production and procurement synergies

Gradual expansion to neighboring countries after establishing foundations in Indonesia and Vietnam

- ▶ Delivering value through a balanced product portfolio and operational improvements
- ▶ Ensuring business continuity during integration via migration service contracts, and maintaining key locations and personnel to avoid customer impact

Production & Procurement

- ▶ Reducing fixed costs by optimizing production site operations and integrating production plans; and eliminating overlapping capital investments and improving capacity utilization
- ▶ Achieving economies of scale and cost reduction through procurement synergies of raw materials

Brands & Products

- ▶ Offering products across a broad range of customer needs and preferences, with differentiated brand positioning
- ▶ Improving product mix with high value-added products
- ▶ Broadening customer base and accelerating new product launches by selling alongside existing brands

Channels

- ▶ Expanding coverage in both retail (small and large stores) and in project segments
- ▶ Driving cross-selling and new customer acquisition by combining dealer network with project acquisition capabilities

6. Synergy and Integration Strategy

Annual run-rate synergies expected at minimum HSD(high single-digit)% to sales

Main Sources of Synergy

1

Procurement & Raw Materials

Improved unit prices through joint procurement and supplier consolidation

2

Production & Logistics

Optimized site operations and logistics network restructuring

3

Sales (Cross-Selling)

Expanding the portfolio across a broad range of customer needs

4

SG&A

Integration of overlapping functions, increased efficiency in indirect/common functions

Pages 6 and 7 of the presentation outline our post-acquisition growth strategy and approach to realizing synergies and integrating the business.

We will integrate the acquired businesses into our Southeast Asian platform to create value across production and procurement, brands and products, and distribution channels.

For brands and products, we will establish clearer positioning for Dulux, Maxilite, Aquatech, and our existing brands based on customer needs and product characteristics. This will enable us to meet a broader range of customer needs, improve our product mix, and accelerate the introduction of new products.

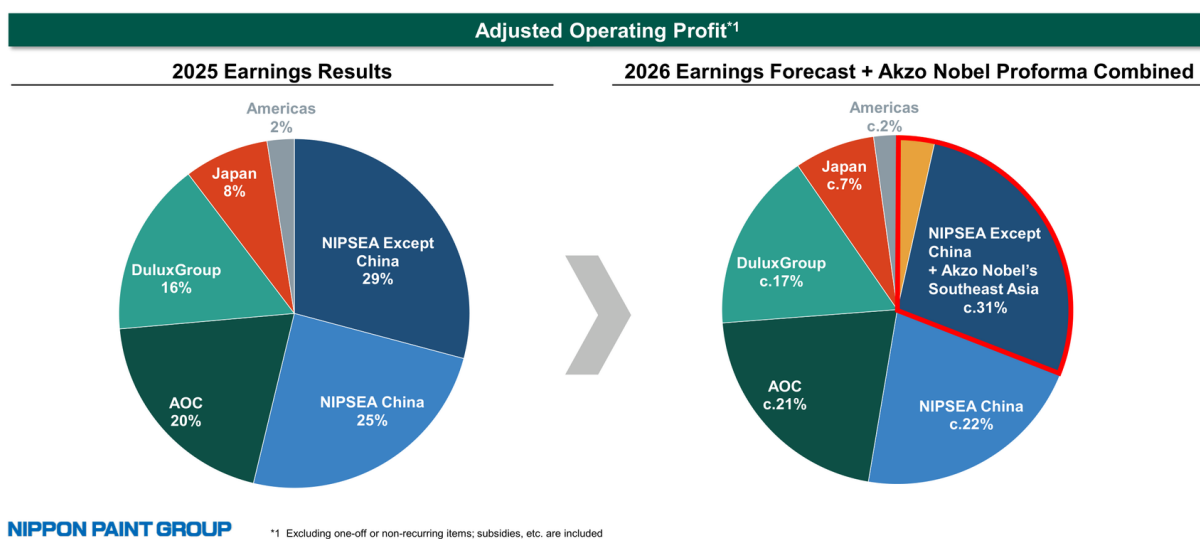
At the country level, we will prioritize Indonesia and Vietnam, expanding our distribution network, strengthening product supply to existing stores, and establishing a supply network closer to demand centers. Once we have built a solid business foundation in these two markets, we will gradually extend this approach to neighboring countries.

On the cost side, we expect annual run-rate synergies equivalent to at least a high-single-digit percentage of sales. These will come from joint raw material procurement and supplier consolidation, optimization of manufacturing operations, restructuring of our logistics network, and greater efficiency in overlapping and shared functions.

These acquisitions are “bolt-on” M&A transactions that combine brands, products, channels, and production and procurement capabilities with our existing Southeast Asian network. We will proceed with integration in stages to realize synergies as early as possible.

7. Post-Acquisitions Adjusted Operating Profit Breakdown

Broadening the company's regional footprint, resulting in a more balanced and diversified portfolio



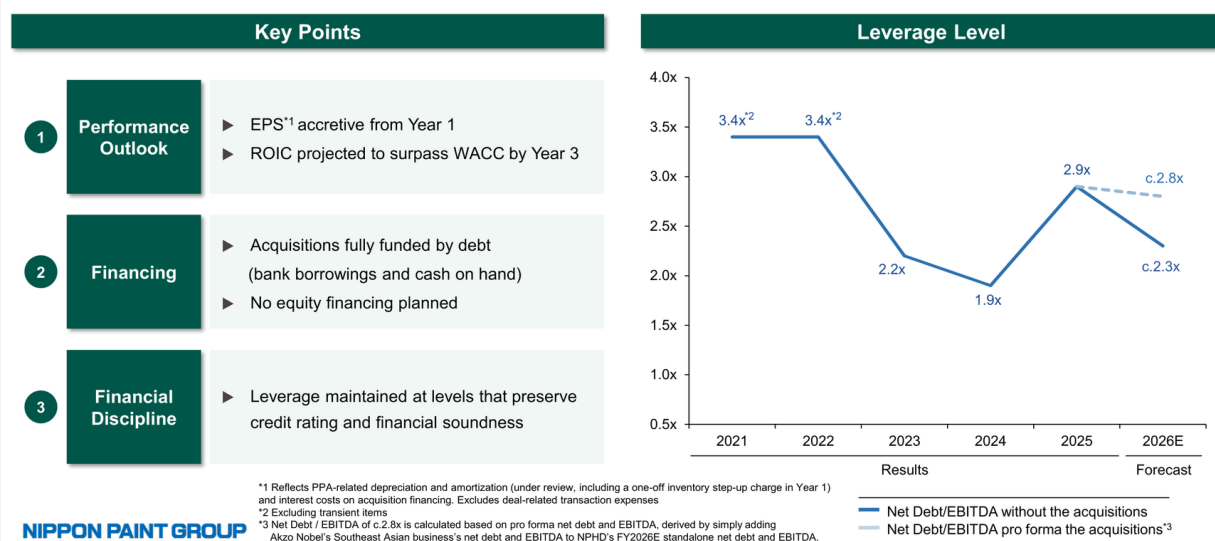
Let me now turn to the Nippon Paint Group's business portfolio following this acquisition.

With the addition of Akzo Nobel's Southeast Asian businesses, the NIPSEA Except China segment's share of Group adjusted operating profit is expected to rise from 29% in 2025 to approximately 31% on a pro forma basis using our 2026 forecast. This will further strengthen the contribution of a segment that already exceeds NIPSEA China in growth, profit contribution, and margins, while enhancing the geographic diversification of our portfolio.

As we have consistently emphasized, changing our sales mix is not an objective in itself. As each region continues to grow autonomously, these acquisitions will enable us to apply our established sales, supply, and brand management capabilities in Southeast Asia to further strengthen the acquired businesses' profitability and cash generation as part of the Nippon Paint Group.

8. Financials

EPS accretive from Year 1; ROIC expected to exceed WACC by Year 3



Let me now turn to the financial aspects of the acquisitions.

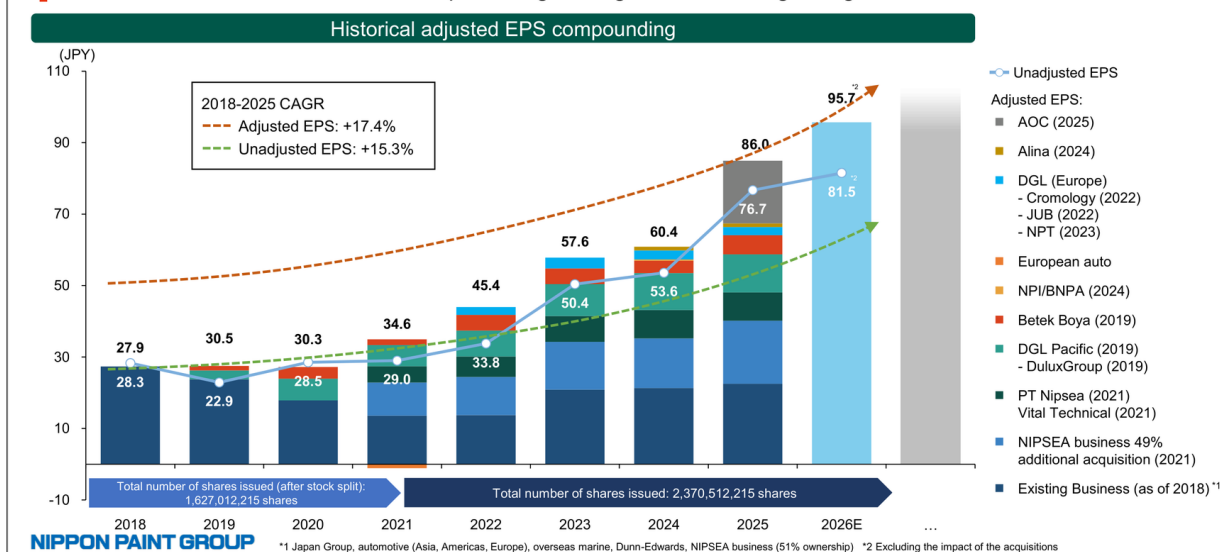
We expect the acquisitions to be EPS accretive from Year 1, with ROIC, including synergies, exceeding WACC by Year 3. Certain components of the EPS forecast remain under review, and we will disclose the final figure once it has been determined.

For ROIC, we will closely manage post-integration earnings and invested capital, targeting a return above WACC by Year 3. This outlook incorporates synergies and assumes disciplined execution across procurement, production, logistics, sales, and SG&A. We will therefore rigorously monitor progress in realizing both revenue and cost synergies.

The acquisitions will be financed through bank borrowings and cash on hand, with no equity financing planned. Pro forma net debt/EBITDA at the end of 2026 is expected to be approximately 2.8 times. We expect this level to support our credit ratings and financial soundness, while cash generation from the acquired businesses and our existing operations will help preserve sufficient borrowing capacity for future investment opportunities.

9. Adjusted EPS Compounding

Consistent track record of EPS compounding through M&A and organic growth



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Finally, let me briefly revisit our track record.

Since 2018, we have delivered significant EPS compounding through a combination of M&A and organic growth in our existing businesses. This acquisition builds on that proven track record.

As bolt-on transactions, these acquisitions will strengthen the Nippon Paint Group's brand, sales, supply, and R&D capabilities across Southeast Asia. We will continue to pursue sustainable EPS compounding and MSV by acquiring high-quality assets and enhancing their value through integration with our established platform, while preserving the strengths of each business.

Thank you for your attention.