

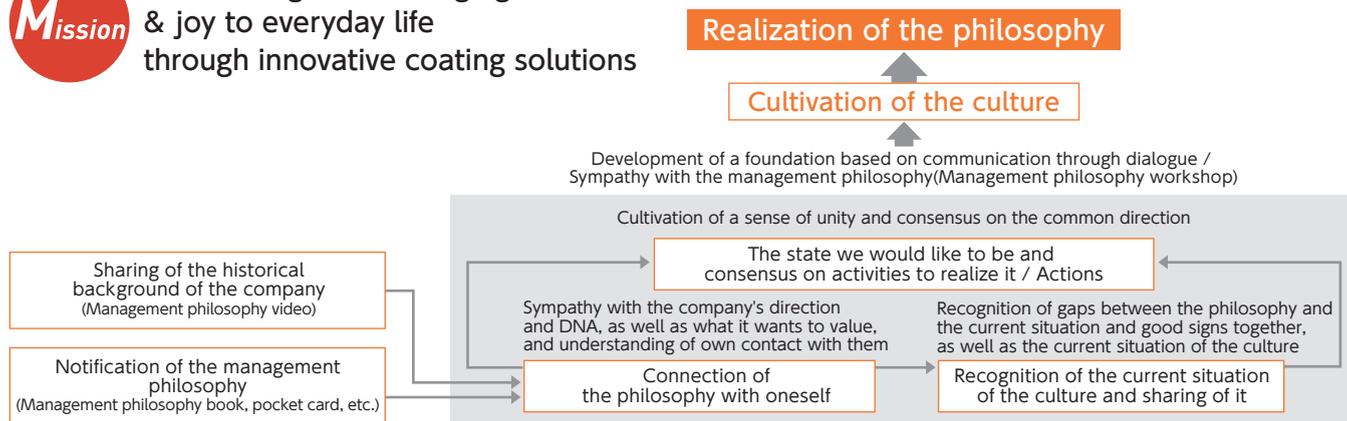
## Connecting Each of the Employees to Society

We aim to cultivate a vibrant corporate culture through the sharing of our Group's management philosophy with each of the employees and the establishment of a trust relationship between them and the management. To create a working environment where they can recognize the social contribution, we are promoting a change in the mindset.

### Image of the dissemination of the management philosophy



The leading brand bringing colors & joy to everyday life through innovative coating solutions



#### Production and distribution of management philosophy tools

To notify employees of the new management philosophy, we have distributed posters and portable pocket cards, as well as a "management philosophy book," which mentions the background of the re-establishment of the management philosophy and messages from the management, to all employees.

We have also produced a "management philosophy video" to deepen the understanding of the management philosophy. The video, with which the creed and values that form the basis of the management philosophy and have been taken over since the founding of the company can be learned along with its history, is used in internal training programs and workshops. In fiscal 2019, we plan to produce the tools in other languages and introduce them to overseas sites.



Management philosophy pocket card



Management philosophy video



Management philosophy book

#### Management philosophy workshop

We organize a management philosophy workshop where participants recognize their connection with the management philosophy and talk about challenges for realizing it and the direction they should pursue. This workshop aims to deepen communication between employees through dialogue, further improve their understanding of the management philosophy, and enhance their sympathy with it.

#### Workshop for the top management

We organized a management philosophy workshop for the top management in August 2018. Executive officers of Nippon Paint Holdings participated in the workshop to discuss the state the Group would like to be and share issues to be tackled by the top management. The workshop gave them an opportunity to reaffirm their determination to disseminate the management philosophy and reform the culture.



Workshop for the top management

#### Development of the workshop

Following the workshop for the top management, we organized a workshop for department heads in the Group in the eastern and western areas of Japan four times in total from December 2018 to January 2019. The department heads actively exchanged opinions about the actions they should take to realize the management philosophy from the middle management position.

In fiscal 2019, we have been introducing the philosophy workshop into the worksites as well in sequence. We have also incorporated the workshop into the position-based group training programs including new employee training to enhance the understanding and sympathy of employees with the management philosophy through dialogue.



Workshop for the department heads in the Group

## Initiatives to cultivate a sense of unity among employees



### Founding of a women's table tennis club

We underwent a transition to a holding company structure in 2014 and reorganization of operating companies in 2015, as well as deepening of our cooperation with Wuthelam to consolidate most of the Nipsea businesses we develop in Asia. Those actions significantly increased the size of our Group's businesses and dramatically changed the organizational structure.

In an effort to find something that cultivates a sense of unity and provides centripetal force for the Nippon Paint Holdings Group, in which more than 80% of the employees work outside Japan and people with various cultures gather, we interviewed companies that have their teams for sports that can be enjoyed by people irrespective of nationality, sex, or age around the world to pick out a sport based on a comprehensive evaluation. We then decided to set up a women's table tennis club as a symbol of unity because table tennis is hugely popular in Asia, especially China, which is the main region for our businesses, the league of corporate teams is open and easy to participate in, and it is not necessary to organize a team of many members or prepare large-scale facilities in comparison with baseball and other team sports.

While our initial target after the founding was to enter the second division of the Japan Table Tennis League, we set up the coincided with the launch of the T League, which has a higher competition level and a higher profile. By participating in the league, we aim to enable our team to cultivate a strong sense of unity in our Group.

In the meantime, we also promote initiatives to contribute to society and the local community through table tennis, such as the organization of table tennis classes for local residents.



Participation in the T League  
(Nippon Paint Mallets finished third in 2018)

### Activities of the women's table tennis club

2016.9	Launched a "table tennis project" and started the renovation of facilities and recruitment activities.
2016.12	The board of directors of the Japan Table Tennis Association approved the plan to establish a league.
2017.1	Mr. Takahiro Mihara became the head coach and full-scale activities to recruit team staff and players were started.
2017.4	CSR Development Department formed the women's table tennis club.
2017.9	Public invitation of teams for the T League was started.
2017.12	Applied for participation in the T League.
2018.1	Announced the structure of the team for the 2018-19 season
	Decided the head coach, 2 coaches, and 6 players (4 from Japan, 1 from Singapore, and 1 from Hong Kong).
2018.2	Announced the participation in T League; Nippon Paint Mallets were approved.
2018.10	The T League was started and Nippon Paint Mallets had an opening game.
2018.11	Two special license players, who were a college student and a high school student, newly joined the team.
2019.2	A Chinese player newly joined the team.
2019.2	The regular season for 2018-19 ended. Nippon Paint Mallets finished third.

### Through the participation in the T League

Our employees who were watching the games and cheering our team expressed enthusiasm and a sense of unity that were rarely seen before. The cheering squad formed voluntarily by employees became a new community in which they participate regardless of site, department, age, or sex. Employees from different sites gathered in the game venues across Japan to create a new type of communication. Furthermore, the home games generated "One Team" activities, including the advertisement of newly developed technologies by the R&D department in a joyful manner in a booth of the venue, as well as a half-time performance by baton twirlers who were formerly members of baton twirling clubs.

Through the participation in the community-based league, Nippon Paint Mallets are creating a wider circle of new communities mainly based in Osaka, its home city. We will develop activities to ensure that the team coexists with the local community and not only the team itself and our company but also all people can be proud of the team.



Ms. Miyu Kato, a member of Nippon Paint Mallets, became honorary police chief for a day



Table tennis class organized in cooperation with Nippon Paint Holdings