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Promote our medium to long-term management strategy  
and forge a solid group management structure

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# Key message of the Integrated Report 2023 (Editorial Policy)

The main theme of the Integrated Report 2023 is about our strive to maximize shareholder value via inorganically skillful assembling of assets, and organically value enhancing management of assets.

Editorial work referenced the Integrated Reporting Framework developed by the International Financial Reporting Standards Foundation, Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry, and the Sustainability Accounting Standards Board (SASB) Standards, etc.

This report is unaudited.





Information Disclosure Structure

### Investor Relations (IR)



**Key content**

- Management Policy
- Reports and Presentations (Annual Securities Report (only available in Japanese), financial statements, etc.)
- Stock and Corporate Bonds
- Financial and ESG Data
- Information for Individual Investors (only available in Japanese)



<https://www.nipponpaint-holdings.com/en/ir/>

### Sustainability



**Key content**

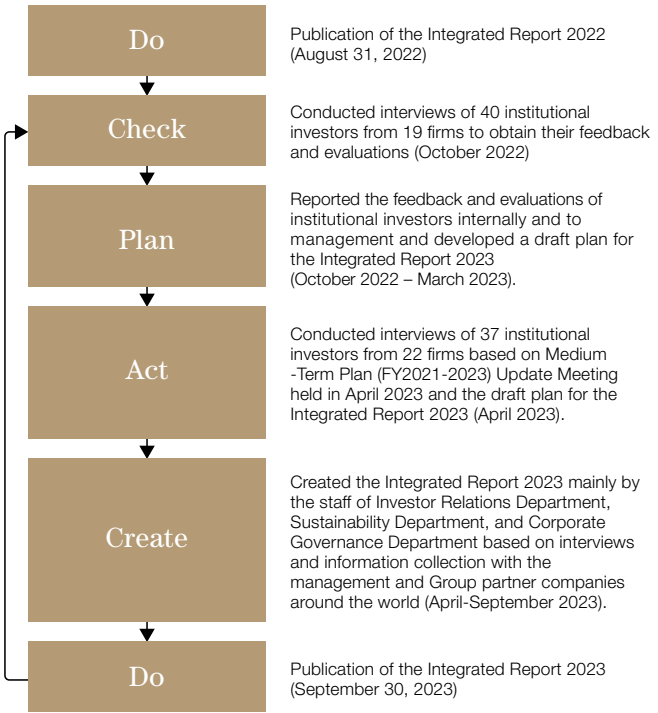
- Sustainability Initiatives
- Innovation
- Environment
- Society
- Governance
- Sustainable Procurement
- ESG Library



<https://www.nipponpaint-holdings.com/en/sustainability/>



Integrated Report 2023 production process



**Participation and involvement of the management**

The management is actively involved in the Plan and Create phases of the above production processes. In particular, Directors, Representative Executive Officers & Co-Presidents Yuichiro Wakatsuki and Wee Siew Kim and Lead Independent Director Masayoshi Nakamura engaged in the Create phase by participating in the planning meeting several times to discuss the concept, contents, and design of the report.

**Period and scope**

Period covered: January 1 to December 31, 2022  
(Information on some activities after January 2023 is also included as necessary)

Scope of the report: Nippon Paint Holdings (NPHD) and its consolidated subsidiaries around the world

Accounting standard: Unless stated otherwise, figures to FY2017 are based on JGAAP and figures from FY2018 onwards are based on IFRS.

**Referenced Reporting Guidelines**

- Integrated Reporting Framework developed by IFRS Foundation (former Value Reporting Foundation)
- Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry
- Sustainability Accounting Standards Board (SASB) Standards, etc.

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**Publication date**

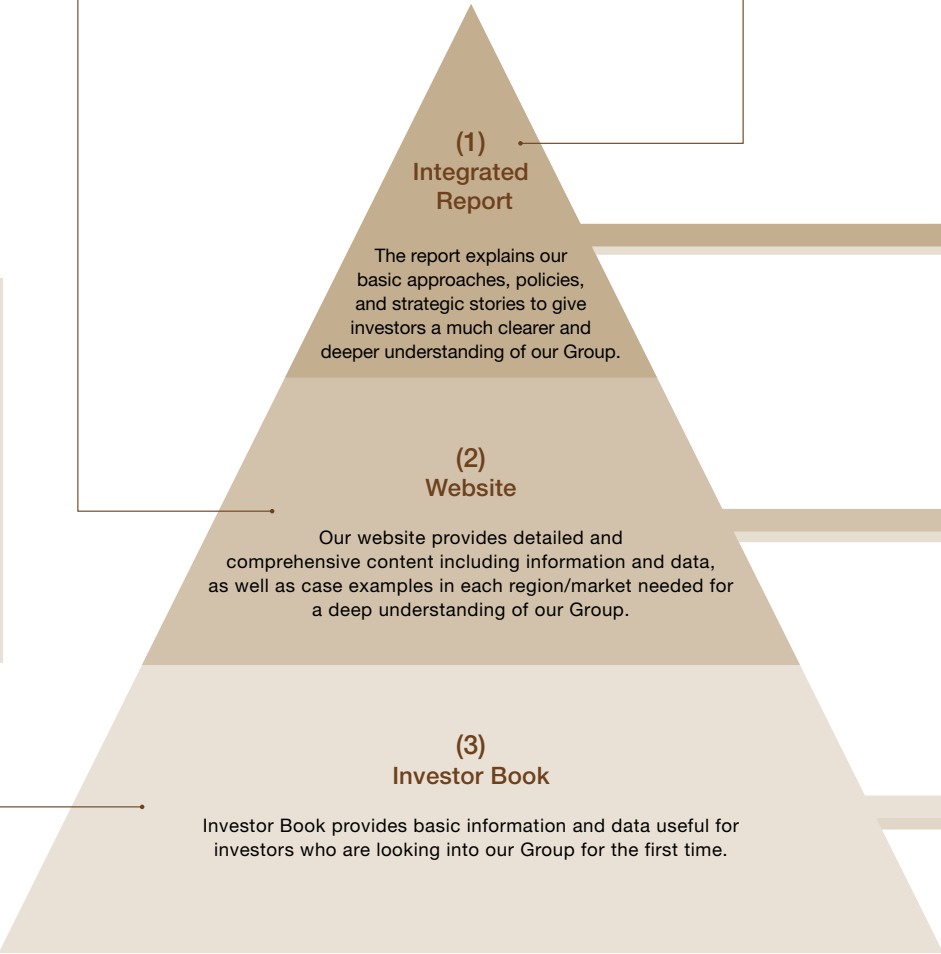
September 2023 (published annually)

**Notice concerning forward-looking statements**

The forward-looking statements in this report are based on information available at the time of preparation and involve inherent risks and uncertainties. The actual results and performance of Nippon Paint Holdings Co., Ltd. and Nippon Paint Group may differ significantly from these forward-looking statements. Please be advised that Nippon Paint Holdings Co., Ltd. and information providers shall not be responsible for any damage suffered by any person relying on any information or statements contained herein.



<https://www.nipponpaint-holdings.com/en/ir/library/investors/>



Key content

	M&A	Human Capital
(1) Integrated Report 2023	<ul style="list-style-type: none"><li>• Our Finance and M&amp;A Strategies Presented by Co-President Wakatsuki ▶ P55</li><li>• Feature Article (1): M&amp;A Success Case ▶ P61</li></ul>	<ul style="list-style-type: none"><li>• Sustainability as the Prerequisite for MSV ▶ P41</li><li>• Human Resource Strategy ▶ P71</li><li>• Progress of Structural Reforms in Japan Group and Roadmap for Improving Profitability Presented by Co-President Wee ▶ P91</li><li>• Embracing Transformation and Changing Work Style ▶ P95</li></ul>
(2) Corporate website	<ul style="list-style-type: none"><li>• M&amp;A Strategy Content: M&amp;A basic policy and track record (a tabulation of information about our key M&amp;A deals including the year, region, business activities, market share and revenue growth of acquired companies, etc.)</li><li>• M&amp;A information Content: Press releases, presentation materials, presentation summaries, Q&amp;A summaries, and on-demand videos of investor briefing meetings</li></ul>	<ul style="list-style-type: none"><li>• Human resources management Content: Basic approach, Management system, Human capital for sustained growth, Recruitment of a diverse range of human resources, and training of managers, Career management, Labor practices, Improvement of employee engagement</li><li>• Diversity and Inclusion Content: Basic policy, Management system, Ensuring and enhancing diversity, work-life balance initiatives, Establishment of Working from Home System, Encouraging men to take childcare leave</li><li>• Human rights Content: Basic approach, Policy implementation structure, Due diligence in human rights, Establishment of a harassment help desk</li><li>• Human Resource Development Initiatives Aimed at MSV Content: Our path for reforming the mindset of employees, J-LFG Awards, Feedback from award winners</li><li>• Viewpoints of Independent Directors Content: Our Independent Directors provide their thoughts about our Company's appeal and challenges.</li></ul>
(3) Investor Book	<ul style="list-style-type: none"><li>• Data on the acquired companies (1) Regions covered: China, Singapore, Malaysia, Indonesia, Türkiye, Pacific/Europe, Americas, Japan (2) Content: Company overview, performance trends, sales composition, market share, SWOT analysis</li><li>• The list of major brands</li></ul>	—