

Directors and Executive Officers (As of June 30, 2024)

Skill matrix

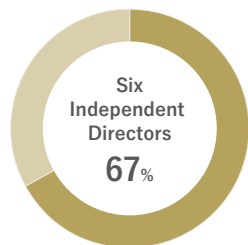
Name Number of NPHD shares held	Title	Committee membership			Number of years in office	Attendance at the Board of Directors/ committee meetings in FY2023 (attendance/number of meetings)				Experience/Expertise						
		Nominating Committee	Compensation Committee	Audit Committee		Board of Directors	Nominating Committee	Compensation Committee	Audit Committee	Corporate management	Global business	M&A	Finance	Legal affairs	IT/Digital	Manufacturing/ Technology/ R&D
Yuichiro Wakatsuki 180,110	Director, Representative Executive Officer & Co-President				2	9/9	—	—	—	○	◎	◎	◎	○		
Wee Siew Kim 100,000	Director, Representative Executive Officer & Co-President				2	9/9	—	—	—	◎	◎	◎	○			○
Goh Hup Jin —	Chairman	○	○		9	9/9	6/6	7/7 ^{*1}	—	◎	◎	○	○	○	○	◎
Hisashi Hara 117,237	Independent Director	○ (Chairperson)			6	9/9	6/6	—	—	◎	◎	◎		◎		
Peter M Kirby 50,400	Independent Director			○	2	9/9	—	—	5/5 ^{*3}	◎	◎	◎	○	○	○	○
Lim Hwee Hua 50,400	Independent Director		○ (Chairperson)		2	9/9	—	5/5 ^{*2}	—	○	◎	◎	◎		○	
Masataka Mitsuhashi 76,689	Independent Director			○ (Chairperson)	4	9/9	—	—	8/8	○	◎	◎	◎			
Toshio Morohoshi 96,689	Independent Director	○		○	6	9/9	6/6	—	8/8	◎	◎	○			◎	○
Masayoshi Nakamura 109,918	Lead Independent Director Board Chair	○	○		6	9/9	6/6	7/7 ^{*1}	—	○	◎	◎	◎			

*1 Excluding attendance at committee meetings focused on agenda items in which Directors Goh and Nakamura had a special interest. *2 After assuming the role of Compensation Committee member on March 28, 2023

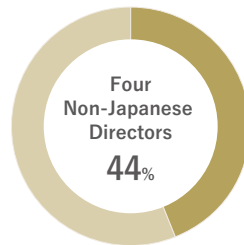
*3 After assuming the role of Audit Committee member on March 28, 2023

Features of the Board's composition

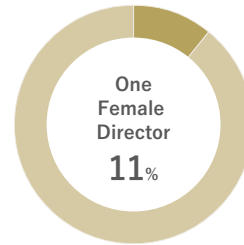
Ratio of Independent Directors



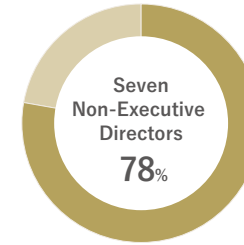
Ratio of Non-Japanese Directors



Ratio of Female Directors



Ratio of Non-Executive Directors



Directors and Executive Officers

Directors ■ Nominating Committee ■ Compensation Committee ■ Audit Committee



Yuichiro Wakatsuki

Director
Representative Executive Officer & Co-President

Date of birth:
August 28, 1966

After building his investment banking career at The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.) and other reputable institutions, Yuichiro Wakatsuki joined Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.) in 2000. He led the company's M&A advisory services, including M&A strategy and fund procurement of clients, first as the Head of Japan Mergers and Acquisitions and later as the Director and Vice Chairman of Japan Investment Banking. In 2019, he joined Nippon Paint Holdings and served as Senior Managing Corporate Officer and CFO, and has been leading execution as Representative Executive Officer & Co-President since 2021.



Wee Siew Kim

Director
Representative Executive Officer & Co-President

Date of birth:
August 19, 1960

Prior to his current position, Wee Siew Kim was Deputy CEO of Singapore Technologies Engineering Ltd., which is an aerospace and defense engineering company. He was a Member of Parliament in Singapore for around 10 years from 2001. Since his appointment as the Group Chief Executive Officer of NIPSEA Group in 2009, he has driven growth of the group to become the core business of Nippon Paint Group. Since 2021, he has been leading execution of Nippon Paint Group as Representative Executive Officer & Co-President of NPHD.



Goh Hup Jin

Chairman



Date of birth:
April 6, 1953

Goh Hup Jin is the Managing Director of Wuthelam Holdings, the parent company of NPHD. Under his initiative, NIPSEA Group expanded operations into China in 1992 ahead of other major paint and coatings manufacturers, and has grown into the Group's core business. His excellent management skills have earned the "NIPPON PAINT" brand a high level of recognition mainly in the decorative paints area in other parts of Asia as well as deep market penetration across markets where the Group operates.



Hisashi Hara

Independent Director
■ (Chairperson)

Date of birth:
July 3, 1947

With a career of over 40 years as an attorney, Hisashi Hara has been involved in numerous cross-border M&A deals and has assisted in various corporate legal matters. In 2011, he received the Chambers Asia-Pacific Lifetime Achievement Award from Chambers Partners, which is just one of many commendations in recognition of his good reputation as an attorney involved in cross-border M&A deals.



Peter M Kirby

Independent Director
■

Date of birth:
August 2, 1947

Peter M Kirby has experience of managing global paint and coatings companies, including Chairman and CEO of ICI Paints Worldwide. He subsequently assisted the management team of DuluxGroup (then an ASX-listed company and currently NPHD's subsidiary) as Board Chairman and other positions. He also served as Independent Director at corporations and investment banks in the U.S. and Australia.



Lim Hwee Hua

Independent Director
■ (Chairperson)

Date of birth:
February 26, 1959

Following her election to the Parliament of Singapore, Lim Hwee Hua held several important positions and cabinet posts in the Singapore Government. Prior to joining the Singapore Cabinet, she served as Managing Director at an investment company owned by the Singapore Government, where she executed restructuring and strategic relations with foreign countries. She had been involved in private equity activity such as Kohlberg Kravis Roberts.

Directors and Executive Officers



Masataka Mitsuhashi

Independent Director
■ (Chairperson)

Date of birth:
September 30, 1957

Masataka Mitsuhashi has many years of extensive experience as a certified public accountant at PwC Japan Group, where he was engaged in accounting audit and M&A-related activities. He also has specialized and global knowledge and experience in long-term value creation for companies from an ESG perspective as Representative Director of a consulting firm.



Toshio Morohoshi

Independent Director

Date of birth:
August 24, 1953

Toshio Morohoshi was formerly involved in the management of Fujitsu Limited, Japan's leading global electronics company, and managed multiple global IT companies and Japanese listed companies as Representative Director and President. He has expertise in transformation of business models, processes, and corporate cultures as well as international business based on his more than 20 years of corporate management around the world and extensive global top management experience.



Masayoshi Nakamura

Lead Independent Director
Board Chair

Date of birth:
November 10, 1954

Masayoshi Nakamura has more than 30 years of experience as a specialized professional in M&A advisory and capital market financing at major US investment banks Lehman Brothers and Morgan Stanley, as well as at Mitsubishi UFJ Securities (currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.). He has experience and a track record in successfully executing numerous large-scale cross-border M&A deals.

Executive Officers

Yuichiro Wakatsuki

Director, Representative Executive Officer & Co-President

Wee Siew Kim

Director, Representative Executive Officer & Co-President

Yuri Inoue

Managing Executive Officer, GC

» For brief profiles of Directors and Executive Officers, see [“Management Team”](#) on our corporate website.

» [“Reason for Selection as Independent Directors”](#) is also available on our corporate website.

» For our governance-related achievements from previous years, please refer to the [“ESG Data \(Governance\)”](#) section on our website.