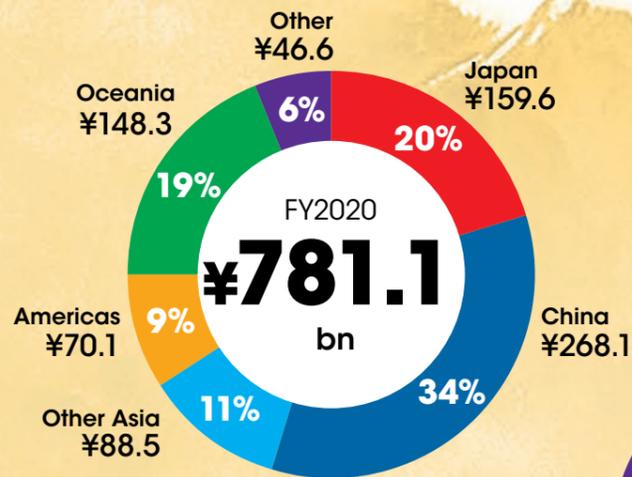


A wide range of businesses are deployed globally to meet brisk paint demand worldwide

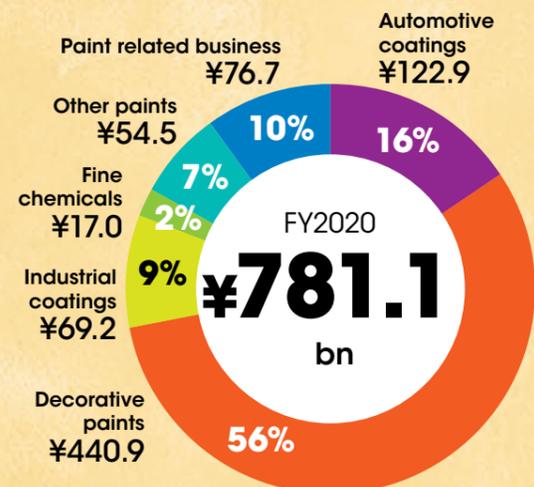
The Nippon Paint Group began consolidating its JVs in Asia and conducting overseas M&A since 2014 as it dynamically reorganized its regional and business segments and accelerated its global business expansion to meet the growing paint demand worldwide.

We will continue expanding our presence in each region and business segment based on our Asia x Decorative Paints business model.

Revenue composition by region



Revenue composition by business

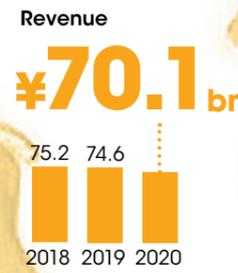


Japan

The Group's business spans automotive coatings, decorative paints, industrial coatings, and fine chemicals. The Group is a leader in the domestic paint industry supported by our technological strengths, brand power, and a loyal customer base.

Americas

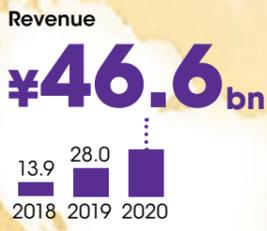
We expanded our automotive coatings business in the Americas by establishing manufacturing bases in the U.S., Canada, and Mexico when Japanese automobile manufacturers began aggressively expanding their operations in the region in the 1980s. In recent years, we have been steadily growing our decorative paints business in the region driven by the brisk housing demand.



Other

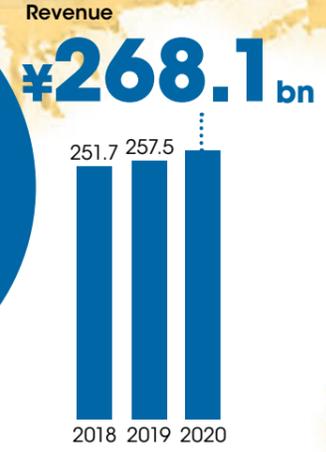
The Group has successfully established a leading position in the decorative paints market by growing our decorative paints and ETICS* business in Turkey, which also has high growth potential for decorative paints. We are also restructuring to reinforce our automotive coatings business in Europe for future growth.

* External thermal insulation composite system



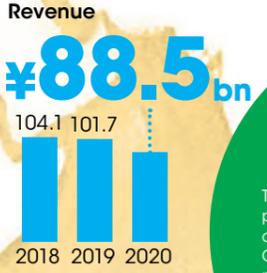
China

The Group extended operations into China in 1992. In this world's largest market, we have leveraged our powerful brand and extensive distribution network to capture dominant market share in the decorative paints market. We have also expanded operations into the automotive coatings and industrial coatings businesses. The Project business for building exteriors has grown significantly in recent years and is contributing to the Group's continuous growth in China.



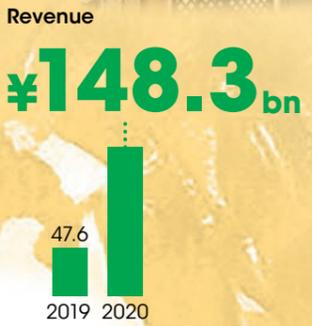
Other Asia

The Group's operations in other Asian regions center on Southeast Asia, where Singapore, Malaysia, and Indonesia are all promising growth markets. We have the largest market share in decorative paints in four countries in the region, and are expanding our operations in the automotive coatings and paint related businesses.



Oceania

The Group has established a leading position with the largest market share and the highest brand awareness in Oceania, where we anticipate steady market growth. We aim to generate growth that outpaces the market mainly in the decorative paints and paint related businesses.



Automotive coatings

We supply high quality and high performance products ranging from coatings for auto bodies to coatings for auto parts such as automobile interiors to automobile manufacturers worldwide.

Revenue

122.9 ¥bn

Year	Revenue (¥bn)
2018	160.2
2019	149.6
2020	122.9

Decorative paints

Our advanced coating technologies offer various uses and functions that benefit society. We supply paint for houses, buildings, bridges, and manufacturing plants. We also provide high functionality paints with advanced features, such as weather-resistance, high designability, and protection against viruses and bacteria. In addition, we offer environmental products, including heat-shield coatings and water-based paints.

Revenue

440.9 ¥bn

Year	Revenue (¥bn)
2018	322.5
2019	370.7
2020	440.9

Industrial coatings

We provide environmental products including pre-coat and post-coat paints and water-based paints and powder paints to industries ranging from construction materials, residential exterior materials, home electronic products, office furniture, construction and agricultural machinery, and to rail cars.

Revenue

69.2 ¥bn

Year	Revenue (¥bn)
2018	68.8
2019	70.2
2020	69.2

Fine chemicals

We provide advanced base coatings, functional coatings, and other products and services for the surface treatment field. We also offer advanced products and services for the coating materials field, including for use in electronic materials and new materials for natural energy applications. Our products contribute to addressing social issues around the world.

Revenue

17.0 ¥bn

Year	Revenue (¥bn)
2018	19.4
2019	18.9
2020	17.0

Other paints

We develop advanced paints such as ultralow-fuel-efficient antifouling paints that comply with global environmental regulations in the shipbuilding and shipping industries. We also adapt our leading automobile coating technologies for automotive refinishing paint and to reduce environmental impact.

Revenue

54.5 ¥bn

Year	Revenue (¥bn)
2018	56.8
2019	57.0
2020	54.5

Paint related business

We provide construction materials such as sealants, adhesives, and heat shield materials that are airtight and waterproof, as well as garage doors and products for housing equipment.

Revenue

76.7 ¥bn

Year	Revenue (¥bn)
2019	25.5
2020	76.7