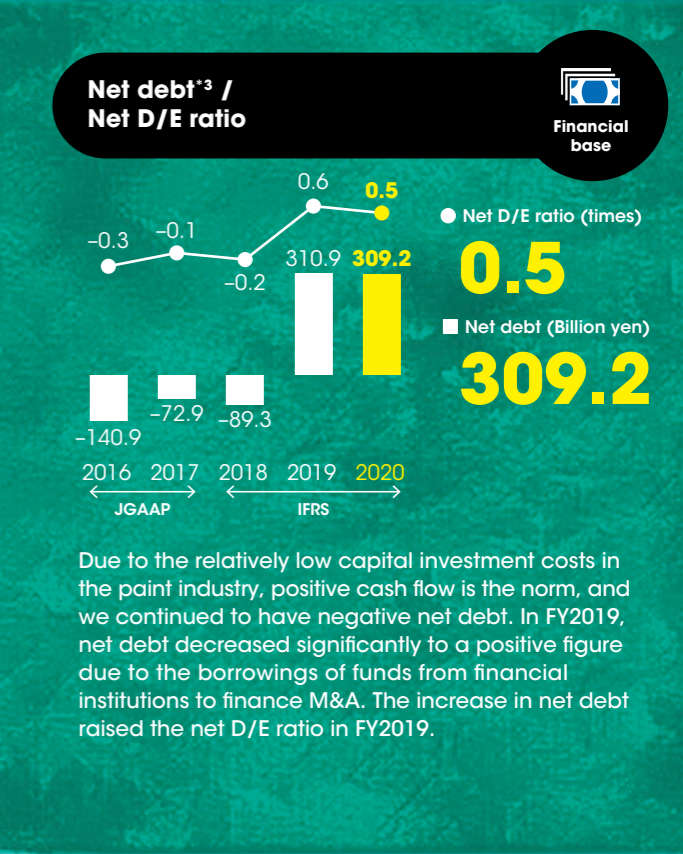
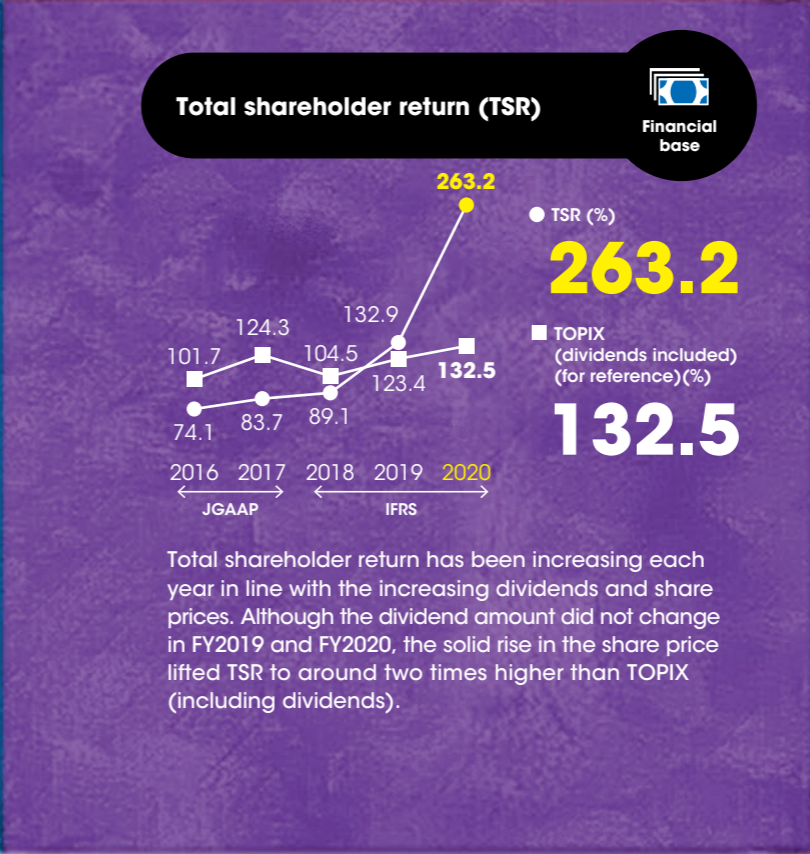
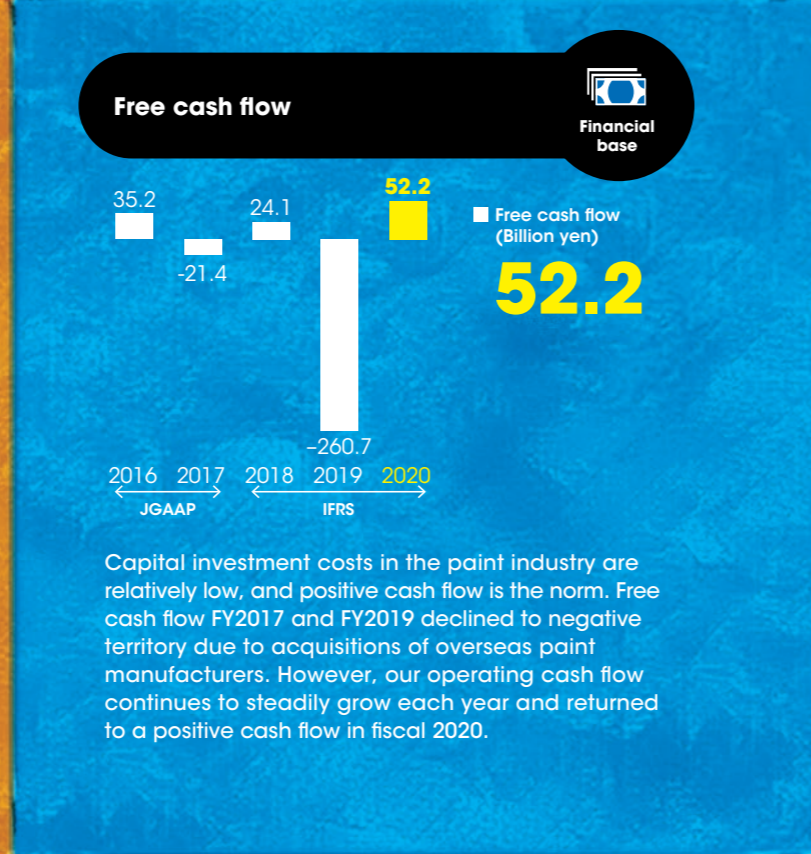
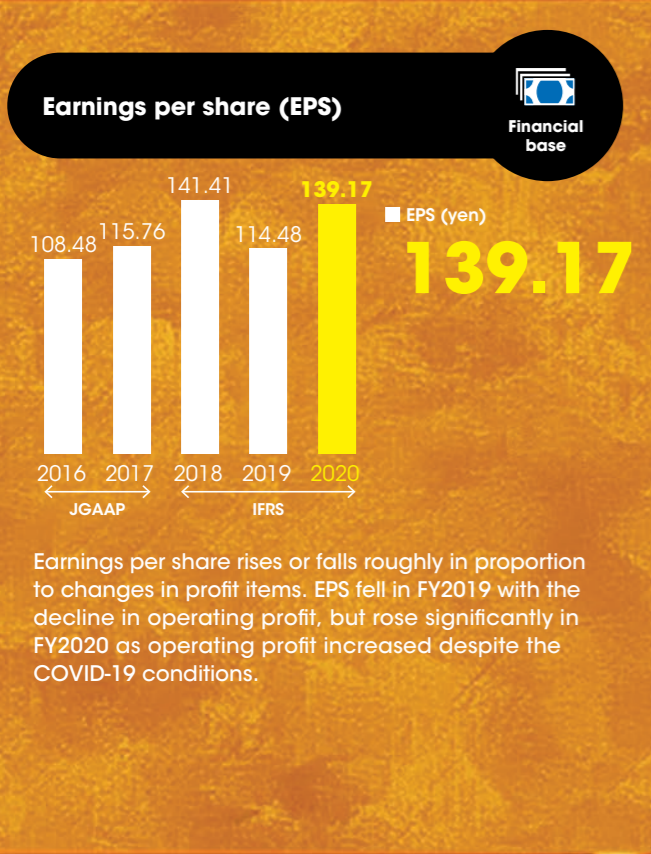
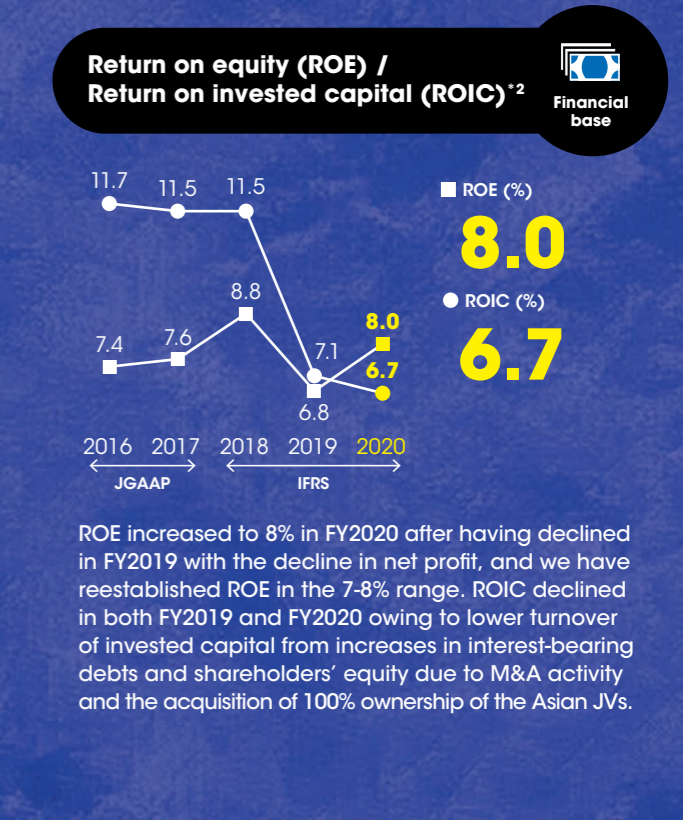
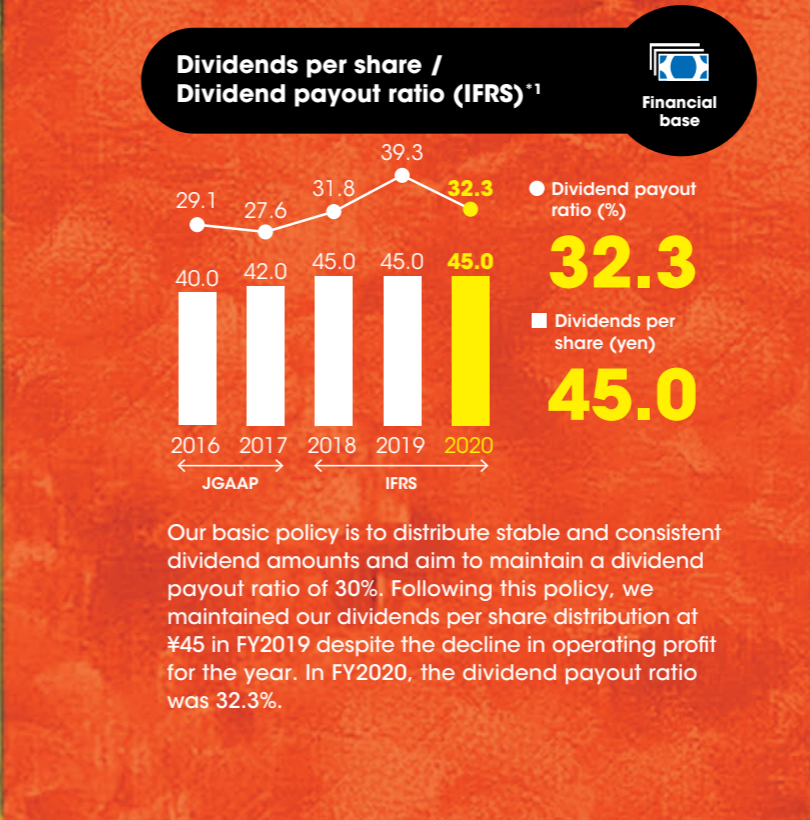
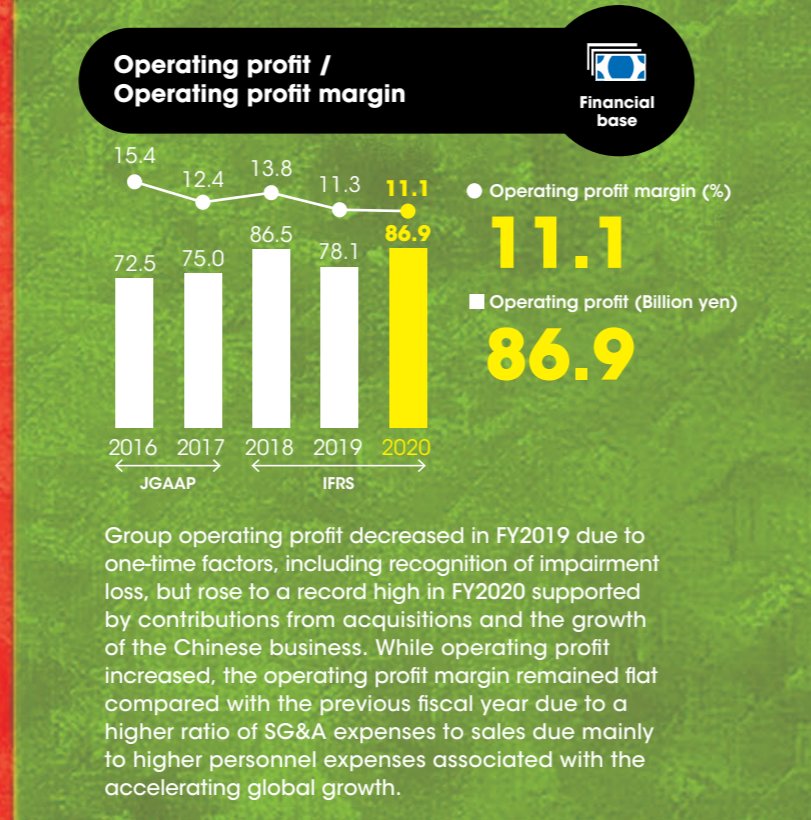
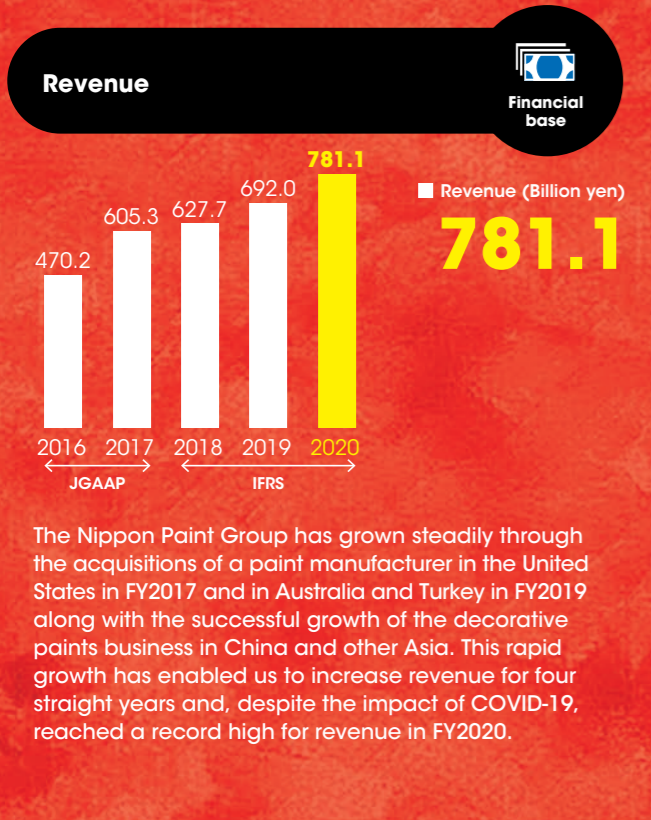


Financial Highlights

Figures for FY2016 and FY2017 based on JGAAP
Figures for FY2018 to FY2020 based on IFRS



*1 Dividend payout ratio from FY2016 to 2017 is JGAAP-based figures calculated after adjusting for amortization of goodwill. *2 ROIC (JGAAP): Operating profit after tax / (net debt + total net assets) ROIC (IFRS): Operating profit after tax / (net debt + total equity) *3 Net debt: Interest-bearing debt (bonds and borrowings (current/non-current) + other financial liabilities (current/non-current)) - liquidity on hand (cash and cash equivalents + other financial assets (current))

Non-financial Highlights

Awarded the Gold Brand from a Chinese brand evaluation institution

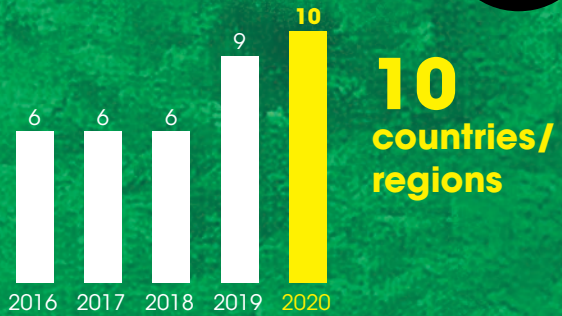


Award winner for five consecutive years



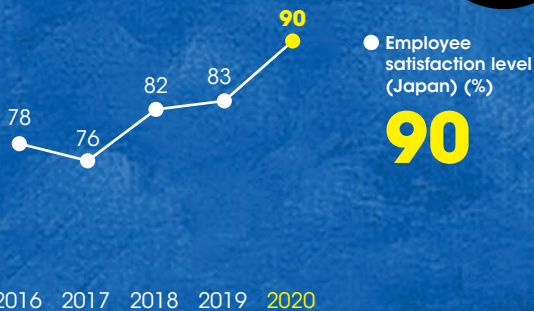
The ongoing sales growth of our high-quality LiBang brand products since we entered the China market in 1992 has made it the top brand in China. The LiBang brand has won the Gold Brand for five consecutive years in the wall paint category of the C-BPI (China Brand Strength Index).

Number of countries/regions where the Nippon Paint Group has the No.1 market share in decorative paints



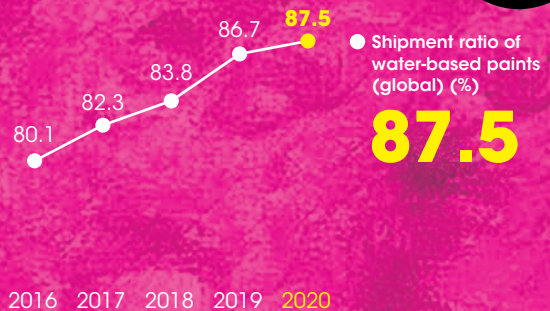
Our Group has long held the top market position in Japan. The aggressive expansion of the NIPSEA business since 1967 has also steadily increased the number of countries and regions where our Group has the top market share. The acquisitions of DuluxGroup and Betek Boya also established us as No.1 in Australia, Turkey, and Indonesia in FY2019.

Employee satisfaction level (Japan)^{*4}



Our Group's employee satisfaction level began rising in Japan in FY2017 and reached a record high in FY2020. Although surveys show that we need to improve in the area of comfortable workplace environments, employee satisfaction is rising for understanding of the Group vision and policies and for employee satisfaction, trust, and sense of comfort in their companies.

Shipment ratio of water-based paints in the decorative paints business (global)^{*5}



Demand for water-based paints is rising in line with growing environmental awareness and tighter environmental regulations around the world. Our Group is using its technological strengths to actively develop highly competitive water-based paint products, and the shipment ratio of water-based paints is increasing each year.

^{*4} Surveys by Nippon Paint Labor Union ^{*5} Calculated as water-based paint shipments divided by total paint shipments in units of 10,000 tons. Data for four companies: Nippon Paint (beginning in FY2016) and NIPSEA (FY2016), Dunn-Edwards (FY2017), and DuluxGroup (FY2019)