Nippon Paint Group positions Purpose as a guiding philosophy that defines the shared identity of the Group, while respecting the autonomy of our partner companies based on their own Missions, Visions, and Values. Based on our shared values, diverse people at our partner companies around the world will form strong bonds and collaborate to achieve Maximization of Shareholder Value (MSV).

Prosper Together

We prosper with absolute integrity and fairness by fulfilling our obligations and maximizing our commitments to all stakeholders (consumers, customers, communities, employees, suppliers, governments).

Why

Why do we exist?

Science + Imagination

The unlimited power of Science + Imagination, leading to ground-breaking technology and useful innovation that preserve, enhance and enrich the world.
What do we aim to achieve?

Nippon Paint Group is a unique Japan-based global company with MSV as its sole mission. Based on Asset Assembler model, we seek to create wealth by maximizing the residual shareholder value that remains after fulfilling our obligations to customers, suppliers, employees, society, and other stakeholders.
Using Asset Assembler model based on Trust in our partner companies around the world, we will implement autonomous and decentralized management that combines the delegation of authority and accountability and build up assets (earnings, brands, talent, etc.) by expanding our existing businesses and aggressively engaging in M&A.
Going beyond paint and into adjacencies

Expanding into adjacencies without limiting our operations to the paint and coatings area (Paint++) — We are pursuing a strategy of pushing out the frontiers of our business areas over the medium to long term. Through aggressive M&A, we will build up assets not only in existing business areas but also in areas beyond paint, to achieve MSV.
Aiming for Maximization of Shareholder Value (MSV) based on Asset Assembler model of accelerating growth through both existing businesses and M&A

Our Business Model

Our medium- and long-term growth model as an Asset Assembler

The five strengths underpinning Asset Assembler model

1. Focused on paint and adjacencies with significant market opportunities
2. Attractive risk-return profile of paint and adjacency arena
3. An assembly of talented management and strong brands
4. Japan domicile enhanced competitive strengths
5. Advanced governance

Materiality supporting Asset Assembler model

Climate change

Resources and environment

Safe people and operations

Diversity & Inclusion

Growth with communities

Innovation for a sustainable future

Nature/ environment

ESG Statement

Global Code of Conduct

Maximization of Shareholder Value (MSV)

Fulfillment of obligations to stakeholders

Going beyond paint and into adjacencies

Trust
The path toward sustainable growth – development of Asset Assembler model and evolution of our growth strategy

**Development of Our Business Model and Evolution of Our Growth Strategy**

**Reforms of cost structure implemented in Japan**
- April 2009: Kenji Sakai appointed President & CEO
- February 2010: Consolidation of the Asian JV’s announced
- October 2010: Transition to the holding company structure

**Capturing demand in the high growth Asian markets**
- April 2015: Domestic business restructuring, separation of operating companies by lines of business
- December 2016: Acquisition of U.S. Dunn-Edwards announced

**Solid regional and business portfolio established**
- January 2018: Increase of Outside Directors based on a shareholder proposal submitted by Wuthelam Group
- February 2019: Appointment of Masashi Tanaka as Executive Chairman of the Board, Representative Director of the Board announced
- April 2019: Acquisition of Australian DuluxGroup and Turkish Bank Boya announced
- September 2019: Appointment of Masashi Tanaka as President & CEO announced
- March 2020: Transition to a Company with a Nominating Committee, etc.

**Relentlessly pursuing growth based on Asset Assembler model**
- January 2021: Completed the full integration of the Asian JV’s and acquisition of the Indonesia business
- April 2021: Yoko Takeuchi and Yoko Shirayama appointed as Representatives Executive Officers & Co-Presidents

**Medium-term management strategy**
- **Inorganic Growth**
  - Eyebing the potential for non-continuous growth including through M&A
- **Organic Growth**
  - Further solidify our strong growth platform

**Our Long-Term Vision**
- Ensuring sustainable growth
  - • Revenue CAGR in the high single digits
  - • Profit growth exceeding revenue growth

**2015–2017 Survival Challenge Program II**
(Released in May 2015)
- **Basic strategy**
  - Reform the cost structure / expand sales and profit of existing businesses / create new markets
  - Business sustainable growth and the profitable business structure in Asia / reinforce the earnings base in North America

**2018–2020 N-20**
(Released in May 2018)
- **Basic strategy**
  - Strengthen the businesses in existing segments
  - Accelerate expansion of the portfolio
  - Improve earning capacity
  - Enhance the structure of “Global One Team”

**2021–2023 Medium-Term Plan (FY2021-2023)**
(Released in March 2021)
- A three-year milestone towards our long-term goals

**Regional and business strategy**
- Further solidify our strong growth platform and proactively address new challenges

**Sustainability strategy**
- Expand business opportunities through ESG Initiatives for sustainable growth

**M&A strategy**
- Aggressively pursue new partners to join our Group, taking advantage of the growth potential of the paint market and market for non-continuous growth including through M&A

**Financial strategy**
- Use our strong cash generating capacity to strengthen our financial base and secure funds for growth with M&A and business investment