

Directors and Executive Officers

(as of June 30, 2022)

▶ For brief profiles of Directors and Executive Officers, see "Management Team" on our corporate website. <https://www.nipponpaint-holdings.com/en/company/officer/>



▶ "Reason for Selection as Independent Directors" is also available on our corporate website. https://www.nipponpaint-holdings.com/en/sustainability/governance/board_01/

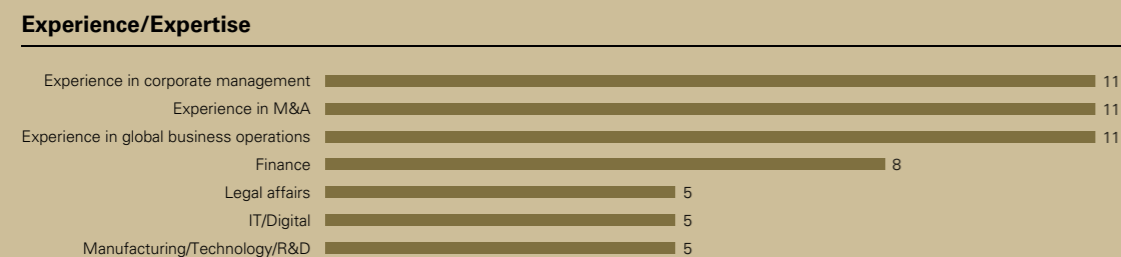


Directors	Yuichiro Wakatsuki	Wee Siew Kim	Goh Hup Jin	Hisashi Hara	Peter M. Kirby	Miharu Kozuka	Lim Hwee Hua	Masataka Mitsuhashi	Toshio Morohoshi	Masayoshi Nakamura	Takashi Tsutsui	Ratio of Independent Directors on the Board
Title	Director Representative Executive Officer & Co-President	Director Representative Executive Officer & Co-President	Chairman	Independent Director	Independent Director	Independent Director	Independent Director	Independent Director	Independent Director	Lead Independent Director Board Chair	Independent Director	8/11
Profile	<ul style="list-style-type: none"> Former Vice Chairman, Investment Banking Division, Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.) Former Senior Managing Corporate Officer and CFO of Nippon Paint Holdings Co, Ltd. and others 	<ul style="list-style-type: none"> Former Deputy CEO and Defense Business President, Singapore Technologies Engineering Ltd. Former Deputy President and Executive Corporate Officer, Nippon Paint Holdings Co., Ltd. and others 	<ul style="list-style-type: none"> Managing Director, Wuthelam Holdings Ltd. (present) and others 	<ul style="list-style-type: none"> Attorney of Law Former Chairman of Nagashima Ohno & Tsunematsu Former Outside Audit & Supervisory Board Member, Chugai Pharmaceutical Co., Ltd. and others 	<ul style="list-style-type: none"> Former Member of Executive Board, Imperial Chemical Industries PLC. Former CEO and Managing Director, CSR Limited Former Independent Director, Macquarie Bank Limited (currently Macquarie Group Limited) Former Independent Director, Orica Limited Former Independent Director, Board Chairman, DuluxGroup Limited and others 	<ul style="list-style-type: none"> Former Representative Senior Managing Director, Takashimaya Company, Limited Former President (Representative Director), Okayama Takashimaya Co., Ltd. Outside Director, Japan Post Holdings Co., Ltd. (present) Outside Director, Nankai Electric Railway Co., Ltd. (present) Outside Director, Sekisui Chemical Co., Ltd. (present) and others 	<ul style="list-style-type: none"> Former Managing Director, Temasek Holdings (Private) Limited Former Minister in the Prime Minister's Office Former Independent Director, United Overseas Bank Limited Independent Director, Jardine Cycle & Carriage (present) and others 	<ul style="list-style-type: none"> Certified Public Accountant Former Representative Director, ChuoAoyama PwC Transaction Services Corporation (currently PwC Advisory LLC) Former Representative Director and President, PricewaterhouseCoopers Arata Sustainability Certification Co., Ltd. (currently PricewaterhouseCoopers Sustainability LLC) Audit & Supervisory Board Member (Outside), FUJIFILM Holdings Corporation (present) and others 	<ul style="list-style-type: none"> Former Managing Executive Officer, Fujitsu Limited Former President & CEO, EMC Japan K.K. Former President & CEO, NCR Japan, Ltd. Former President & CEO, Yaskawa Information Systems Corporation (currently YE DIGITAL Corporation) Outside Director, T-GAIA Corp. (present) and others 	<ul style="list-style-type: none"> Former Managing Director, Morgan Stanley Former Director and Senior Executive Officer, Mitsubishi UFJ Securities Co., Ltd. (currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.) and others 	<ul style="list-style-type: none"> Former Senior Executive Officer, Nomura Securities Co., Ltd. Former President and Representative Director, Jastac Securities Exchange, Inc. (currently Japan Exchange Group, Inc.) Former Director, Vice President Executive Officer and Chief External Relations Officer, LIXIL Corporation Outside Director, Rozetta Corp. (currently MetaReal Corp.) (present) and others 	
Date of appointment as director	March 2022	March 2022	December 2014	March 2018	March 2022	March 2020	March 2022	March 2020	March 2018	March 2018	March 2018	
Number of shares held	133,110	100,000	None	58,581	None	26,289	None	26,289	46,789	59,472	50,884	
Attendance at the Board of Directors meetings	During the term of office in FY2021*1: — During the term of office in FY2022*2: 3/3	— 3/3	22/22 3/3	22/22 3/3	— 3/3	22/22 3/3	— 3/3	22/22 3/3	22/22 3/3	22/22 3/3	22/22 3/3	

*1 From late March 2021 to early March 2022 *2 From late March 2022 to end of June 2022

Committee membership												Number of Independent Directors serving as committee members
Nominating Committee				○	○ (Chairperson)					○	○	3/4
Compensation Committee			○							○	○ (Chairperson)	2/3
Audit Committee						○		○ (Chairperson)	○			3/3

Experience/Expertise												Number of applicable Directors
Experience in corporate management	○	◎	◎	◎	◎	◎	◎	◎	◎	◎	◎	11
Experience in M&A	◎	◎	◎	◎	◎	◎	◎	◎	◎	◎	◎	11
Experience in global business operations	◎	◎	○	◎	◎	◎	◎	◎	○	◎	◎	11
Finance	◎	○	○	—	○	—	◎	◎	—	◎	○	8
Legal affairs	○	—	○	◎	○	○	—	—	—	—	—	5
IT/Digital	—	—	○	—	○	○	○	—	◎	—	—	5
Manufacturing/Technology/R&D	—	○	◎	—	○	○	—	—	○	—	—	5



Executive Officers (as of June 30, 2022)

Yuichiro Wakatsuki Director, Representative Executive Officer & Co-President	Wee Siew Kim Director, Representative Executive Officer & Co-President	Yuri Inoue Managing Executive Officer, GC
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