Nippon Paint Holdings Co., Ltd. Integrated Report 2025

Medium- to long-term outlook Ever-present macroeconomic

(e.g., our investment appeals) as an Asset Assembler

₩ HOME

Why Invest in Nippon Paint?

Information Disclosure Structure

Our Value Creation Model

Message from the Management

Our Initiatives for Maximization of Shareholder Value (MSV)

Medium-Term Strategy

Execution of Autonomous and Decentralized Management

Governance in Support of Risk-Taking

Corporate Information

Our Value Creation Model

We aim to maximize both EPS and PER from a long-term perspective, while harnessing the advantage of our platform based on our Asset Assembler model, towards the achievement of MSV.

Outcome

Unlocking the unlimited upside of shareholder value

Fulfillment of obligations to stakeholders

Pursuing our

Asset Assembler Model P17

our management (e.g., sustainable EPS compounding)

Further enhancement of management resources

OUTPUT

Accumulating/enhancing

	management resources (2024)	
	Talents/organizations ▶ Ratio of overseas employees (global)	91.0%
	▶ Ratio of women in managerial positions	(global) 24.9 %
	▶ Ratio of female employees (global)	26.6%
	Technologies ▶ Number of engineering talents (global) ▶ Number of factories (global)	c.4,200
	Number of registered patents (global)	1,600
	External partners Number of IR meetings (global) Of which, Co-President as speaker (glob	
	 Shareholding of the majority shareholde Wuthelam Group (private company) 	r 58.7%
	Customer base Number of retail outlets (NIPSEA China) C.	్డి ^{డ్డ్} 260,000
	Number of CCMs (NIPSEA China)	c.20,000
	No.1 market share in decorative paints (global) 14 countries	
	Brands/know-how	*
8.	Number of key brands (global)	53
ł	▶ Top of Mind rating (NIPSEA China)	51%
3	▶ Brand award recognitions in Australia (DuluxGroup brands)	1st place
	Financial base	ED

▶ Operating cash flows (consolidated) ¥167.4 bn

▶ Net D/E ratio (consolidated)

▶ Total equity (consolidated)

▶ GHG emissions (Scope 1 and 2; global)

▶ Ratio of hazardous waste (global)

▶ Water consumption (global)

Nature/environment

0.30x

40%

¥1,610.2 bn

45.0kg/ton of production

0.48kL/ton of production

INPUT

Leveraging management resources

Talents/organizations

- Creating a workplace environment that allows diverse people to play an active role
- Accepting reforms and changing workstyle Instilling the Global Code of Conduct

Technologies

- ▶ Cultivating engineering talents
- ▶ Stepping up R&D activities
- Maintaining and reinforcing production facilities

External partners

- Active open innovation activities with universities, research institutions, automobile manufacturers, and other external partners
- Facilitating engagement with investors and other stakeholders
- Advancing and deepening the partnership with Wuthelam Group

Customer base

- ▶ Developing distribution channels that enable us to supply products to consumers worldwide
- Increasing strategic partnerships with property developers
- Developing strong trust relationships with automobile manufacturers and other customers

Brands/know-how

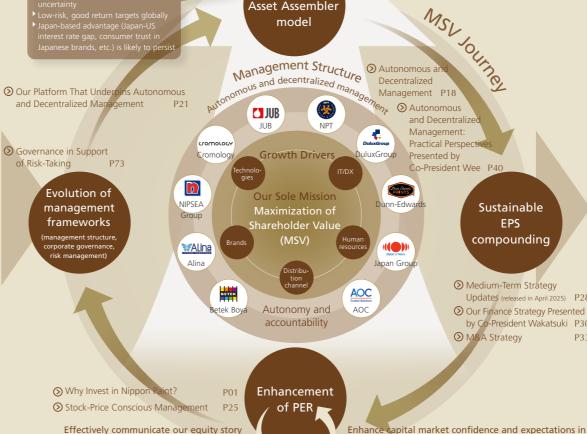
- ▶ Promoting advertising, marketing, and social contribution activities ▶ Sharing and accumulating expertise and
- know-how through our platform
- ▶ Holding AYDA Awards international architectural and interior design competition

Financial base

- ▶ Strict adherence to financial discipline Prioritizing debt finance and
- maintaining leverage capacity ▶ Promoting engagement with financial institutions and credit rating agencies
- Developing a global base of investors

Nature/environment

- ▶ Declaration of support for the TCFD and expansion of climate change-related measures and information disclosure
- Sustainable use of resources and protection of environment/biodiversity
- Mitigating environmental impact through the development of sustainable products



Capital markets