



Investor Relations Deck

Role of Co-President

Role

- Oversees global business operations of all business partners which includes:
 - Information technology & systems
 - Supply chain
 - Product safety & quality management
 - R&D and product development
- Aim of expanding revenue and maximizing operation profitability
- Jointly responsible for MSV
- **Primarily responsible for maximizing EPS**



Wee Siew Kim

Yuichiro Wakatsuki

Role

- Corporate management which includes:
 - Corporate planning
 - Finance and accounting
 - Investor relations & public relations
 - Legal affairs & auditing
 - General affairs & human resources
 - Promotion of ESG * SDGs
- Aims to achieve further growth through proactive IR activities, optimal financial strategies and M&A
- Jointly responsible for MSV
- **Primarily responsible for maximizing PER**

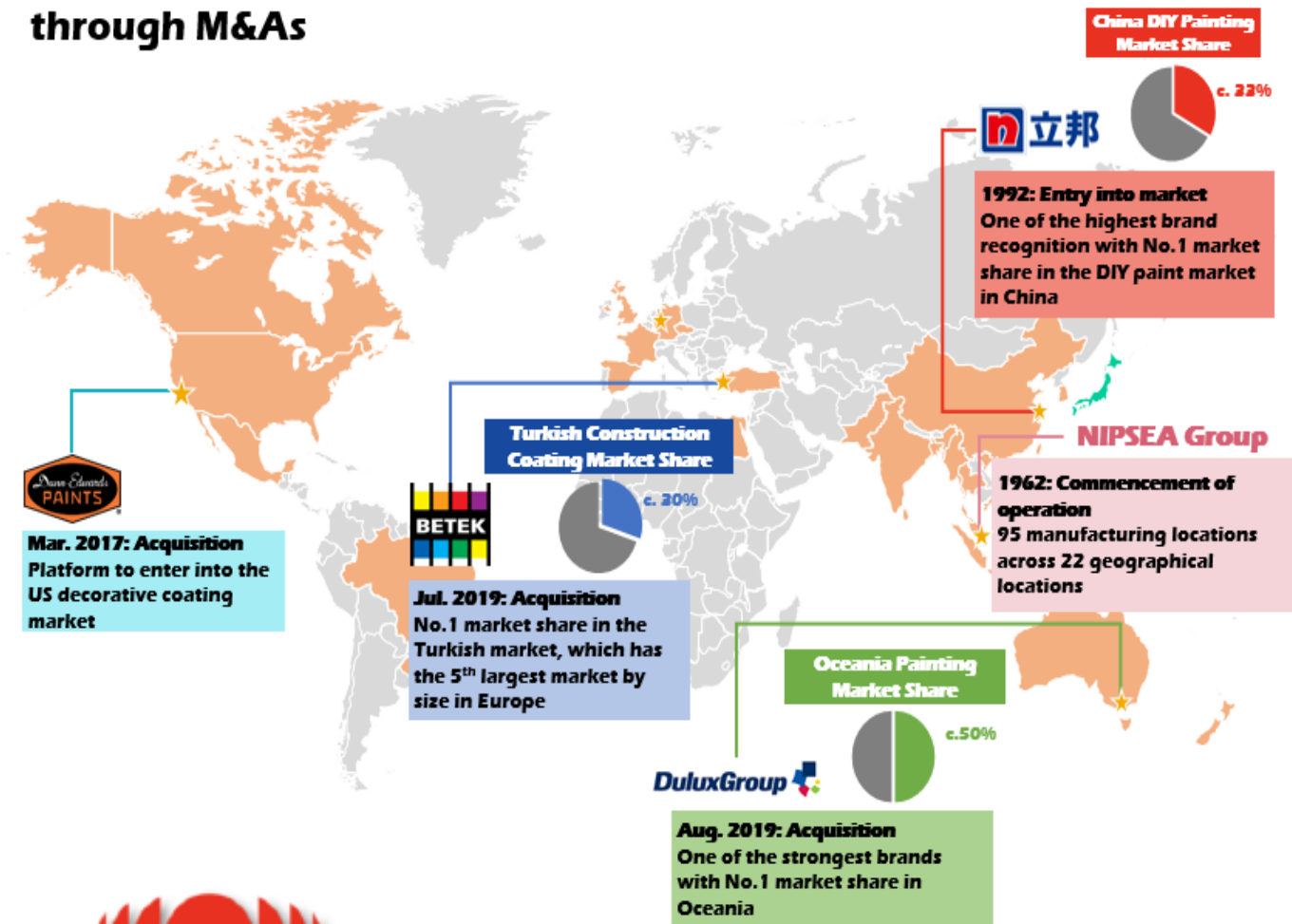
$$\text{MSV} = \text{EPS} \times \text{PER}$$



NIPPON PAINT HOLDINGS

Nippon Paint Group Global

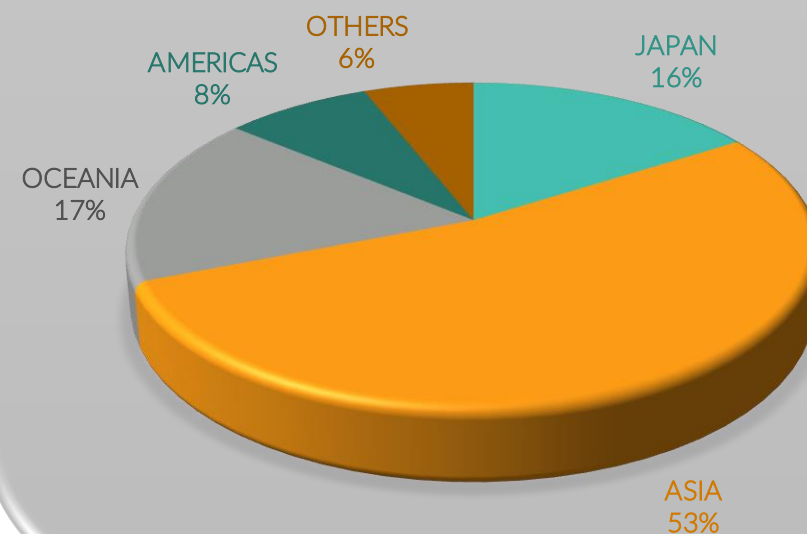
Expanding global network across 30 geographical locations through M&As



Key Facts:

- Revenue (1H 2021): 498 billion yen
- Revenue (2021F): 1,010 billion yen
- Employees: 34,000 persons
- 30 countries/regions
- Factories: 131
- Founded 140 years ago in 1881

Revenue by Region (1H 2021)

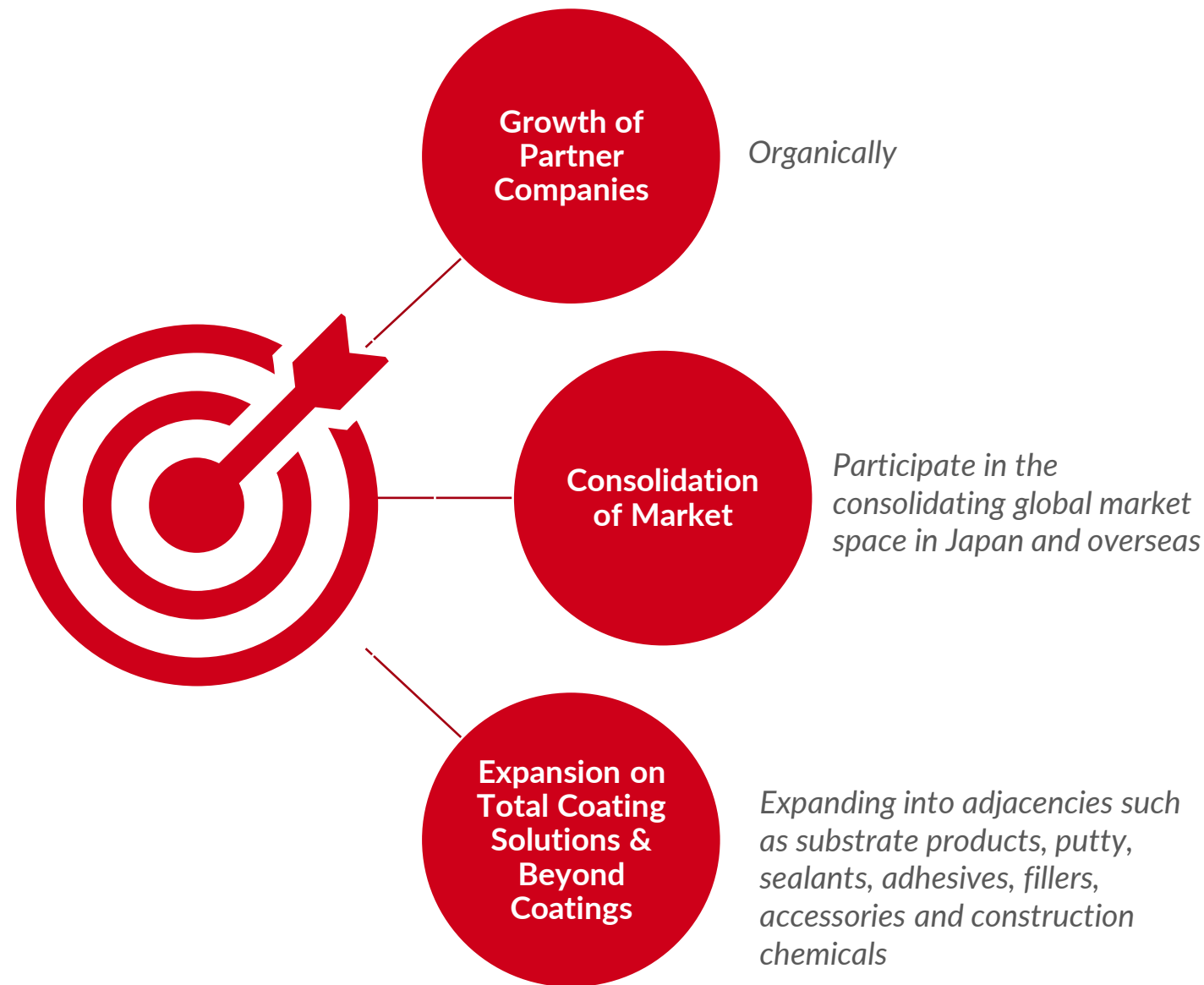


Our Growth

Aiming to achieve organically:

- **Revenue of 1,100 billion yen &**
 - **Operating profit of 140 billion**
- in FY2023

Plus growth from M&A





NIPSEA GROUP



*Inspired
by you*

Facts & Figures

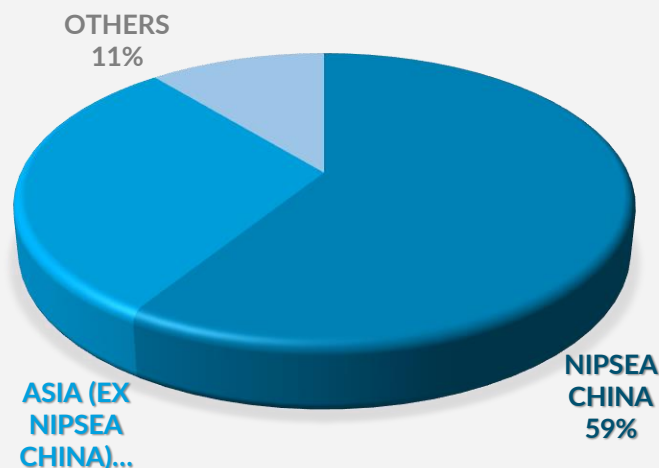


Revenue (1H 2021):
295 billion yen

2009 – 2020 Growth:

- Revenue CAGR: 11%
- PAT CAGR: 11%

Revenue by Region (1H 2021)



Asia #1 Paint and Coatings Company

- Leading coatings provider across the architectural, automotive, industrial, marine and protective coatings segments
 - Decorative paint segment: 69% of Group revenue
- Lean For Growth (LFG) culture, continually seeking out growth opportunities for Maximization of Shareholder Value (MSV)
- Think global, act local
 - Autonomy to Group companies



Established in
1962



No of Employees
25,544

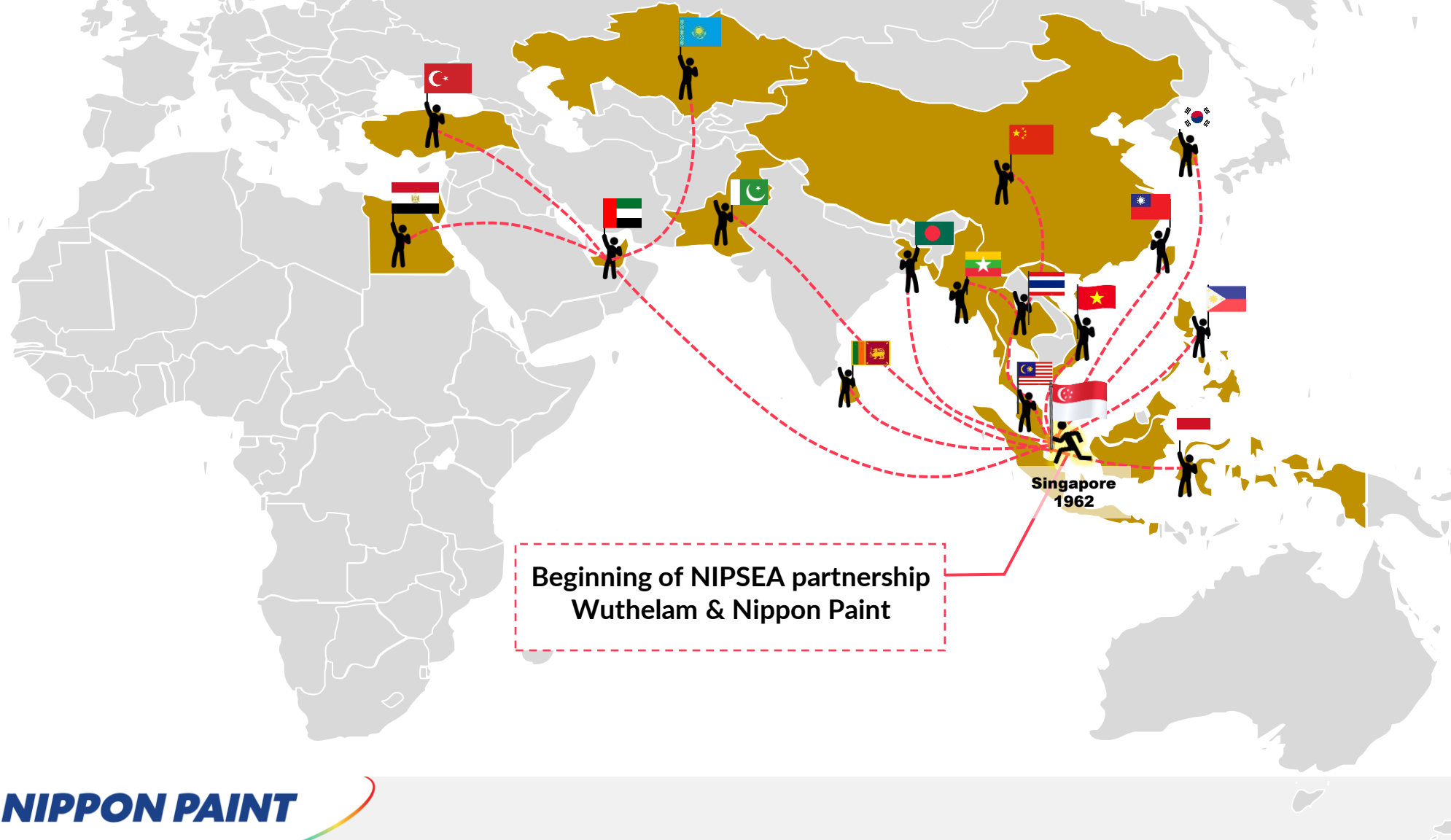




















No of Factories
95



Countries/Regions
22

Our Footprint



	Singapore	1962
	Malaysia	1967
	Thailand	1967
	Indonesia	1969
	Hong Kong, China	1970
	Philippines	1976
	South Korea	1977
	China	1992
	Vietnam	1994
	Taiwan, China	2004
	Pakistan	2007
	Bangladesh	2011
	Sri Lanka	2012
	U.A.E	2014
	Myanmar	2017
	Turkey	2019
	Egypt	2019
	Kazakhstan	2020

What differentiates us?



Our Strong Brand Assets globally

Nippon Paint is the most popular brand among homeowners in Asia

Base: n=2,534



*Source: Survey by Intuit Research in 2020

BRAND AWARENESS



34%

Say Nippon Paint is their top-of-mind brand

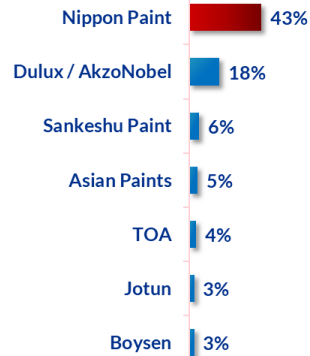
62%

Are aware of the brand spontaneously

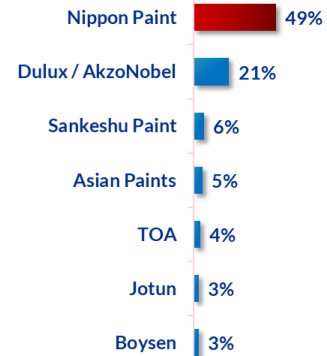
87%

Aided awareness

MOST PREFERRED BRAND



MOST RECOMMENDED BRAND



Regional Wide marketing platforms



Nshakti



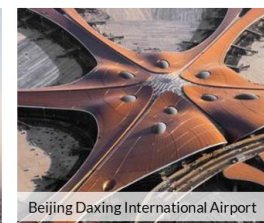
ART+



Iconic Projects Across the Globe



China Zun Skyscraper, Beijing



Lotus Temple, New Delhi India



Landmark 81, Ho Chi Minh Vietnam

Awards & Accolades



No.1 in Wall Paint and Wood Coating Category in 2021 China Brand Power Index



2021 China's Most Innovative Coatings Product Award



2021 Malaysia & Singapore Reader Digest Trusted Brand



2020 Asia Responsible Enterprise Awards

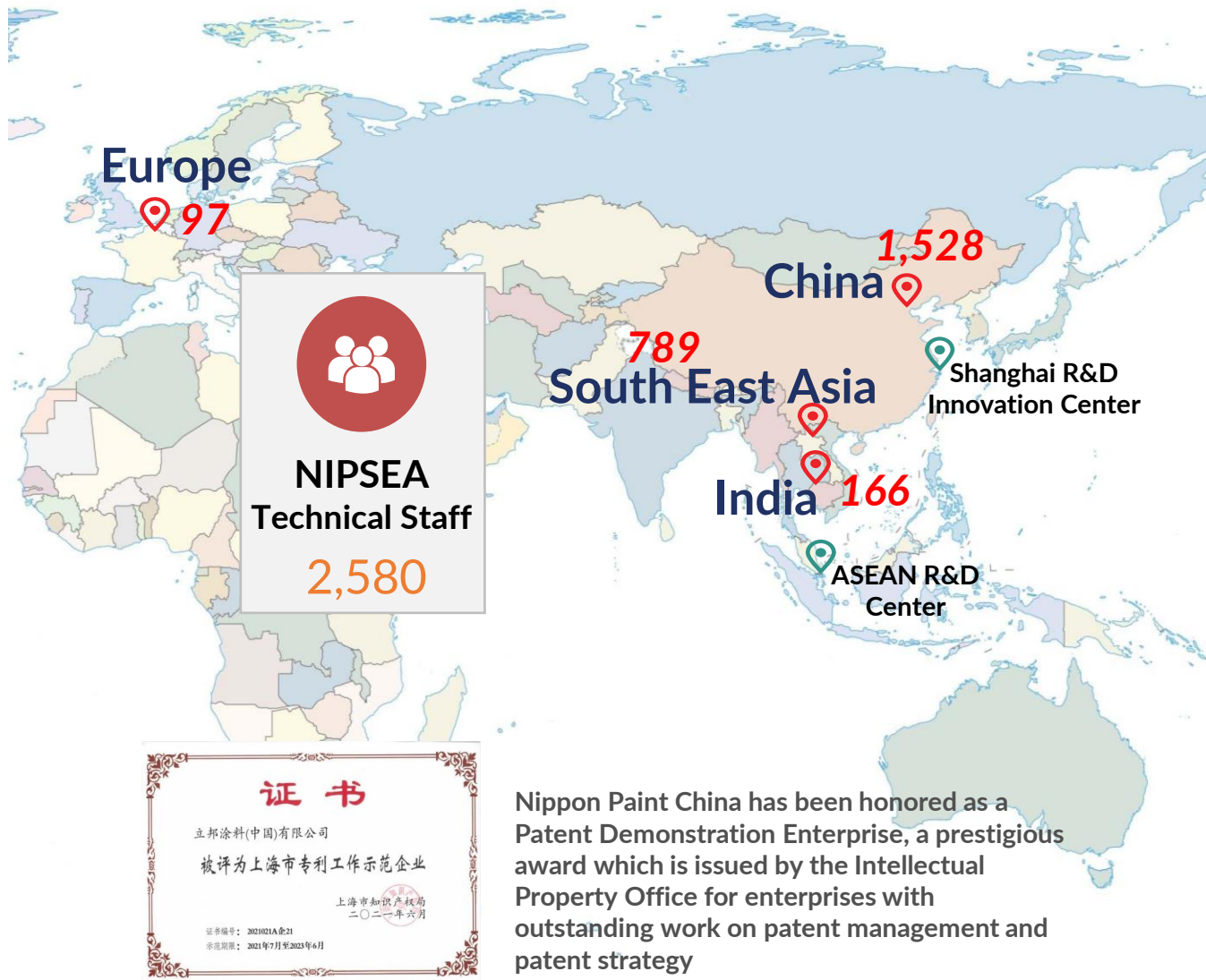


2020 Turkey's Most Admired Companies



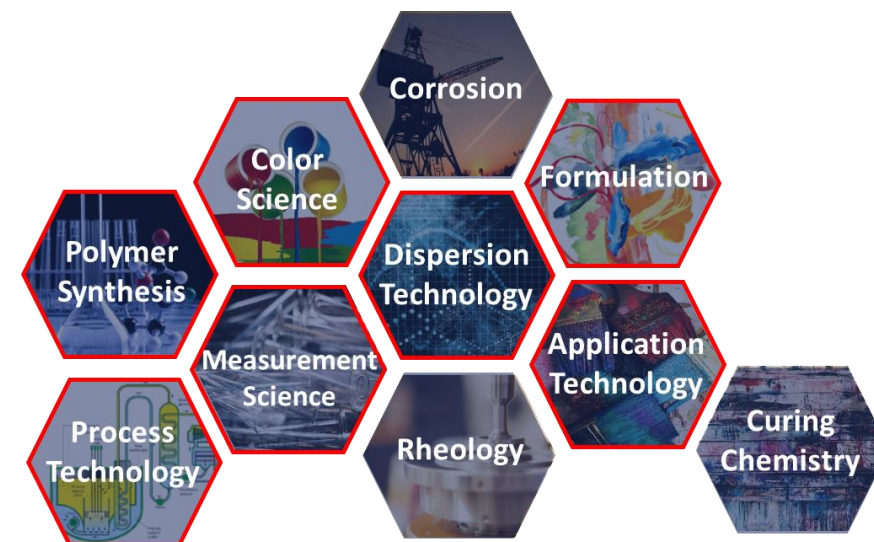
2020 Turkey's Most Reputation Management & Communication Award

NIPSEA Technology Hub



Core Technologies for the Paint and Coatings Industry

Continue New Competency Building



CORE TECHNOLOGIES

PROCESS & SYSTEMS

R&D FACILITIES

PEOPLE & ORGANIZATION

NIPSEA CHINA Overview



Revenue (1H 2021):
175 billion yen

2009 – 2020 Growth:

- Revenue CAGR: 12%
- PAT CAGR: 10%



Established in
1992

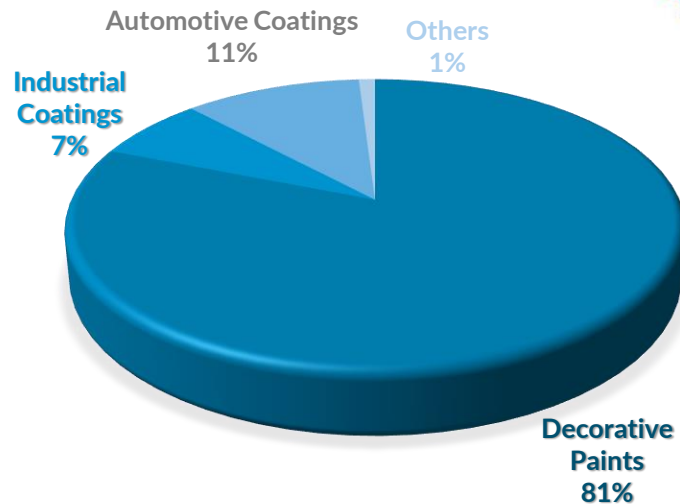


No of Employees
9,994



No of Factories
52

Revenue by Business Segments



No.1 in Wall Paint and
Wood Coating Category in
2021 China Brand Power Index



NIPSEA China – Growing from Strength to Strength



Established track record:
12% Revenue CAGR
10% PAT CAGR from 2009

**PROVEN TRACK
RECORD**

STRONG BRAND

Number 1 for decorative segment in China
Strong brand recognition*: 50% Top of Mind awareness
based on 2020 survey comprising >4,000 respondents

**HEADROOM FOR
GROWTH**

Plenty of headroom for growth:
33% DIY market share, 9% Project
market share

Growth areas: Accessories,
ancillaries, putty, ETICs,
construction chemicals, sealants,
adhesives and fillers, presenting
huge market opportunity

Innovation: Continuous innovation
of products and technology

Scaled operating position

**WIDE
DISTRIBUTION &
MARKET
DOMINANCE**

Unrivalled sales network: 58,000
sales locations



**Competitive workforce:
Lean for Growth Culture**

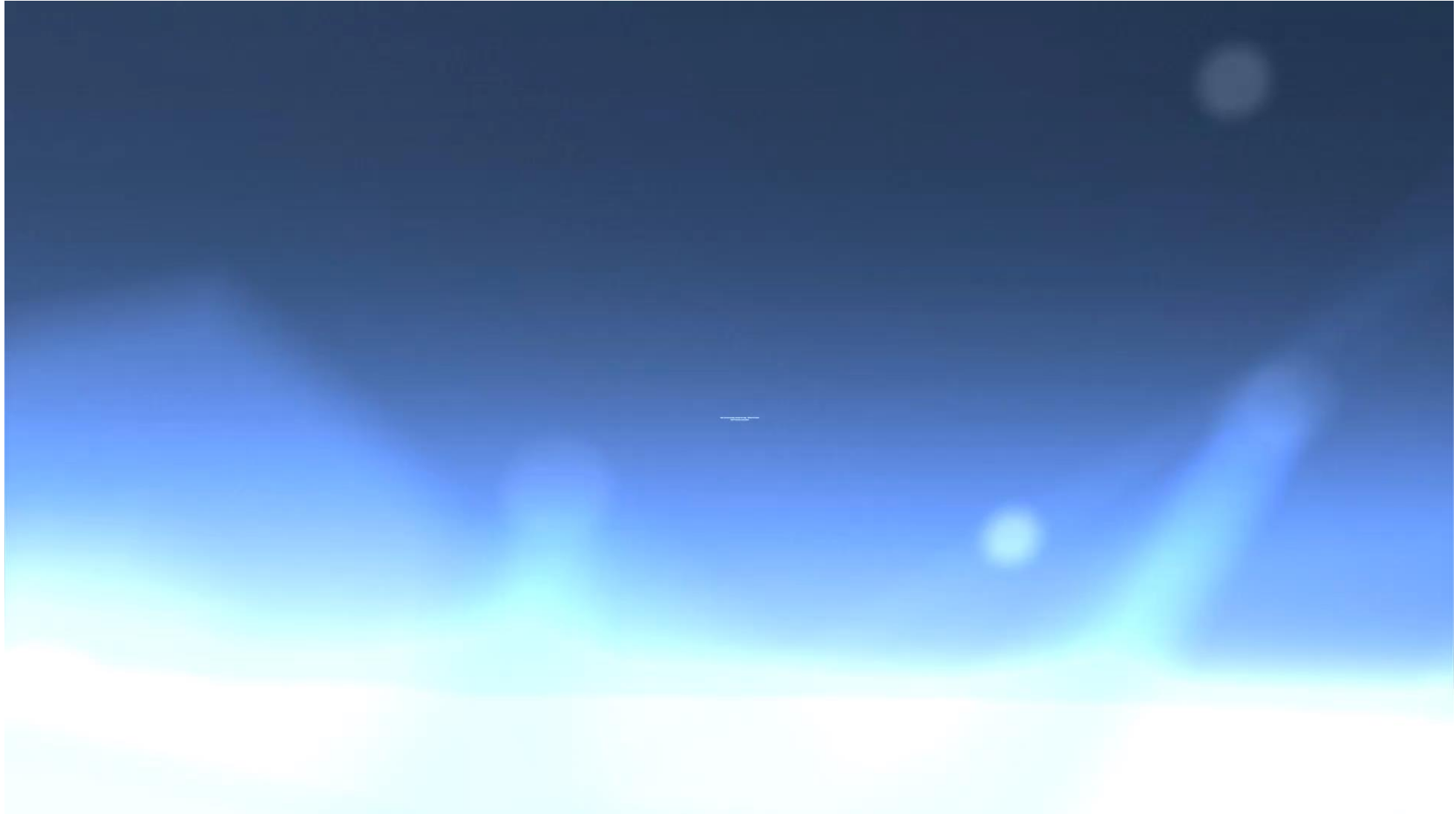
PEOPLE

**EXTENSION
GEOGRAPHICAL
FOOTPRINT**

Extensive footprint: 52 factories
across China, leading and advanced
production facilities (11 new
factories under construction)



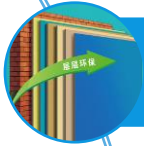
Advanced Production Facilities



NIPSEA China – Decorative Segment Growth Areas



Leadership in “Refresh” repainting services: started since Year 2011 and now present in 88 cities



Total coating solutions: meeting varied needs by consumers and industries (hospitality, residential, commercial, healthcare, education etc)



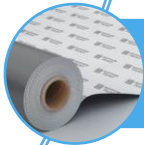
Pushing environmental, health & functional offerings



Leveraging Digitalization to increase business efficiency: Pioneering BMD (Building Material Distribution) program, optimizing value chain and distribution. Expansion to 20 cities by year end since inception Q3 2020



Widening portfolio of product range and product systems to meet broader customer demands



Beyond coatings: providing substrate products, auxiliary materials and energy-saving insulation products



Geographical penetration into 3rd and 4th tier cities, country areas

NIPSEA China - Addressing Potential Threats Head-on

Continued investment into:

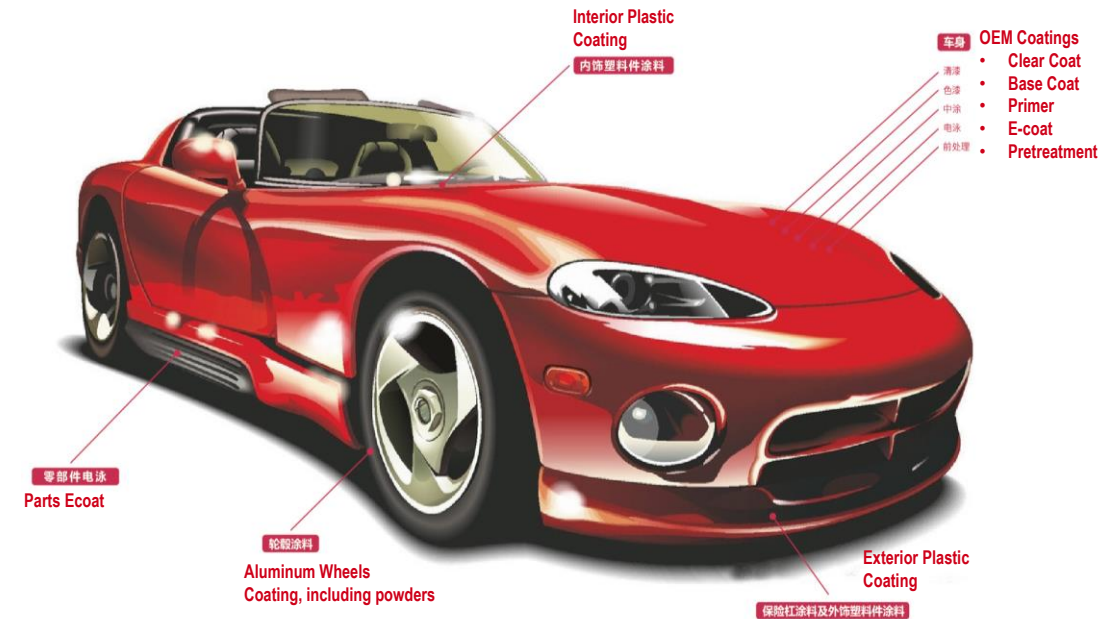


- **DIY and Project** gaining more ground in 2021 (1H2021 China Decorative Revenue +56%)
- Growing **Premium and Mass market** DIY products – seeing stronger growth for Premium & Mass market vs Economy products
- Shifting away from cut-throat areas (little differentiation)
- Expanding coverage of **Building Material Distribution** to more cities, allowing for **deeper entrenchments** and partnership with individual paint shop
- Accelerating growth and **doubling** the number of **computerized Colour Creations Machines (CCM)** by year end
- Fostering **strong relationship & recognition** - #1 brand - Preferred Paint Vendor by Top 500 Chinese Real Estate Development Enterprises 2021
- Increased spend on **R&D differentiated products**

NIPSEA China - Automotive & Industrial Segment

- **Key supplier to Auto OEMs**
- **Adopt streamlined approach to market:** Strengthening our key position in Japan Auto OEMs, expanding share in non-Japanese Auto OEMs, tap our European connection to grow the European Auto OEM business in China
- **Industrial coatings:** Increasing share of value for environmentally friendly high solids products for Waterbased and Powder coatings
- **Technology & Innovation:** Strong local R&D capability, offering customized coating materials and solutions to meet the needs of customers and ensuring sustainable growth

Our Automotive coating offering



Other NIPSEA markets - *Extending Penetration & Share*



Decorative leadership position: Number 1 in Singapore, Malaysia, Indonesia, Turkey and Sri Lanka



Substantial headroom for inroads and growth: Markets where we do not have leadership position and including Indonesia, Turkey and Sri Lanka, our decorative market share is less than 35%.



Strong brand recognition: 34% Top of Mind awareness, 43% Most Preferred Brand, 49% Most Recommended Brand based on 2020 survey*



2009 – 2020 Growth:

- **Revenue CAGR: 10%**
- **PAT CAGR: 18%**



Vast footprint: 43 factories across NIPSEA markets outside China (1 new factory under construction in Malaysia)



Competitive workforce: Lean for Growth Culture



Growth areas leveraging on existing channels: Accessories, ancillaries, putty, ETICs, construction chemicals, sealants, adhesives and fillers

Our VISION

Building a sustainable future through customer centric growth

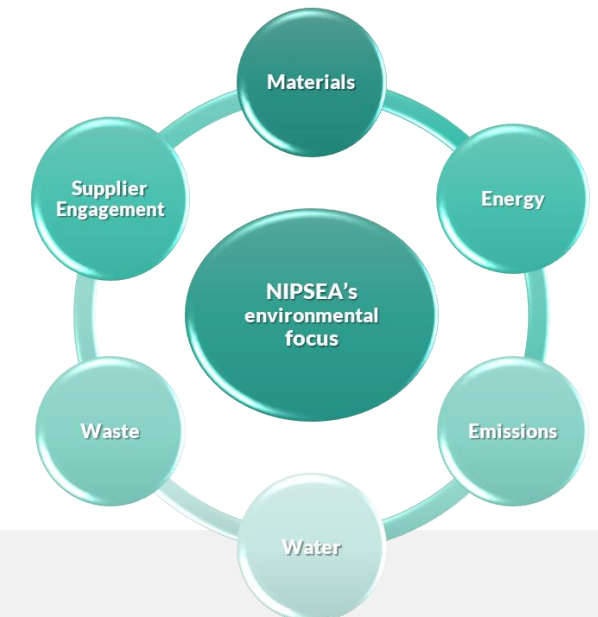
Supporting Education



Empowering Communities



Protection & Preservation



THANK YOU