

IR DAY 2025

November 26, 2025

Contents for Today

1

AOC's Competitive Advantage and Business Strategy ... P.3

Joe Salley
AOC Chief Executive Officer

Bob Seidel
AOC Chief Financial Officer

2

NIPSEA Group Business Strategy (NIPSEA China and Türkiye Group) ... P.15

Wee Siew Kim
Director, Representative Executive Officer & Co-President

3

M&A Strategy ... P.36

Yuichiro Wakatsuki
Director, Representative Executive Officer & Co-President

AOC Formulations

Competitive Advantages & Business Strategy

November 26, 2025

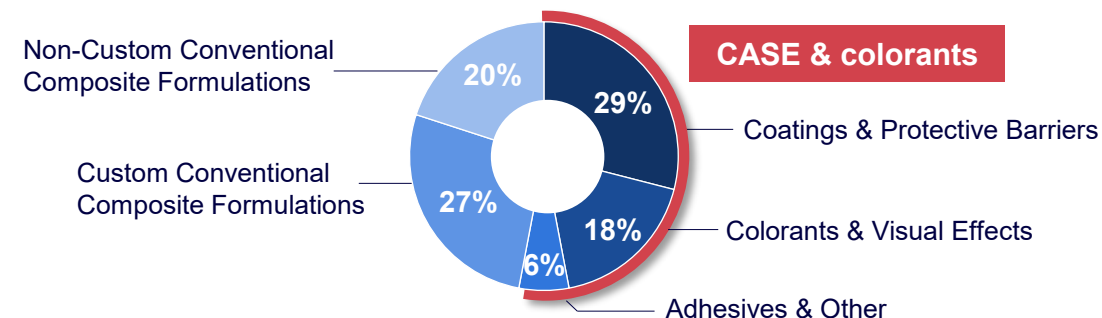
AOC at a Glance

Key operational and financial profile at a glance

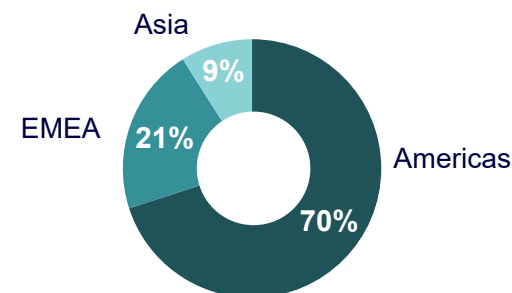
- 1 AOC is a leading formulator of CASE¹ & colorants solutions
- 2 Focus on attractive market segments with highly-customized products and a fragmented customer base
- 3 Competitively positioned to supply the best-performing products with the best delivery and technical service
- 4 Drive value through a highly-disciplined and a replicable set of Business Systems
- 5 Controllable and multi-faceted growth opportunities

Key figures at a glance (2024A)

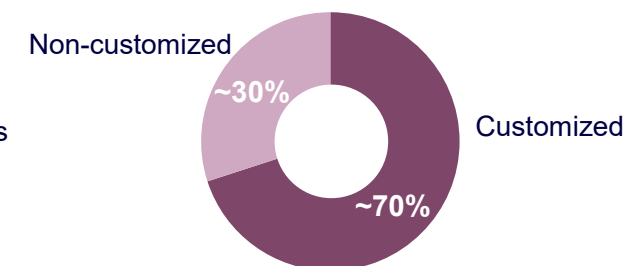
Volume by product line



Net sales by segment^{*2}



% of customized solutions^{*3}



Strong market presence in the industry

Source: AOC company materials

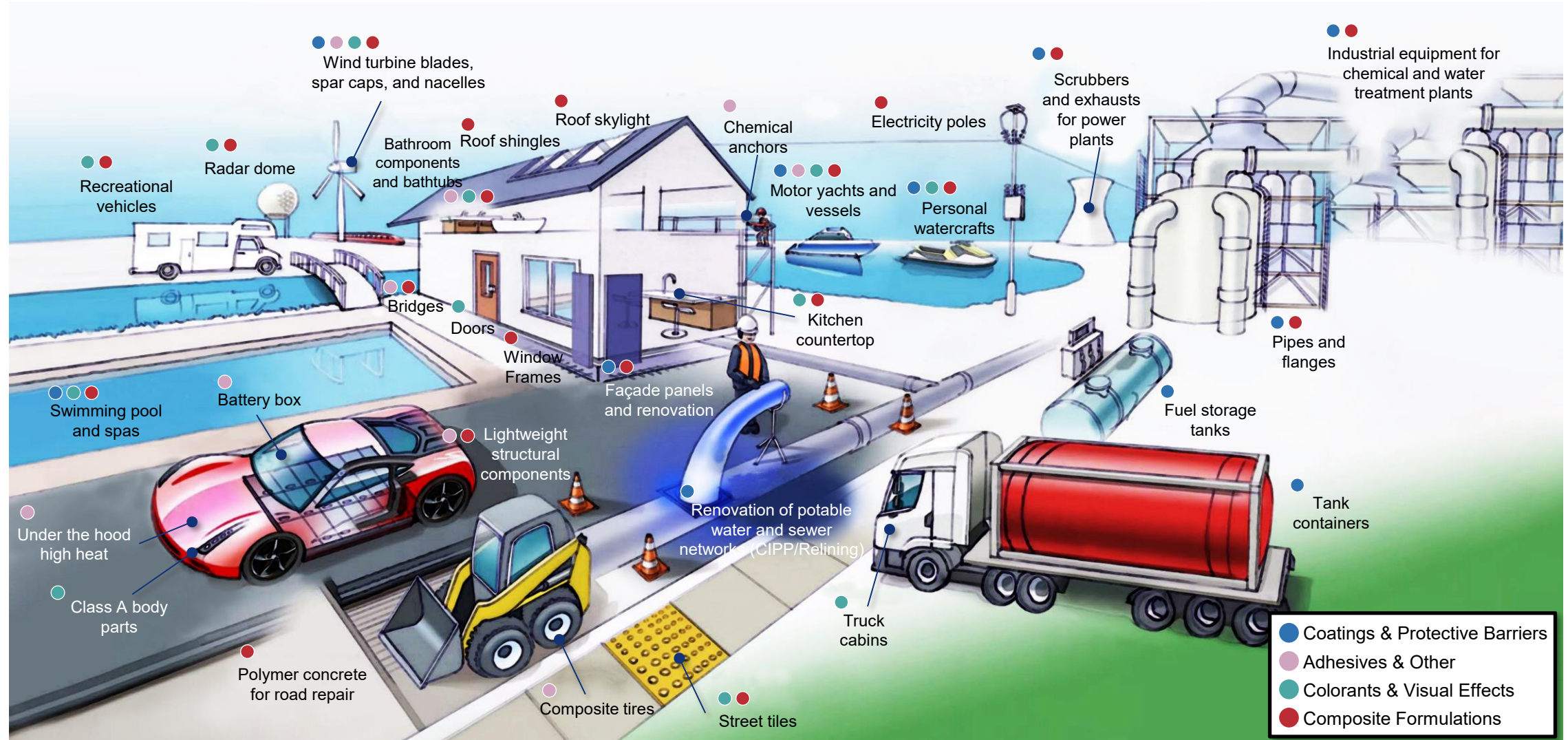
*1 CASE refers to Coatings and Protective Barriers and Adhesives

*2 Segments exclude AOC Materials, Corporate & Other

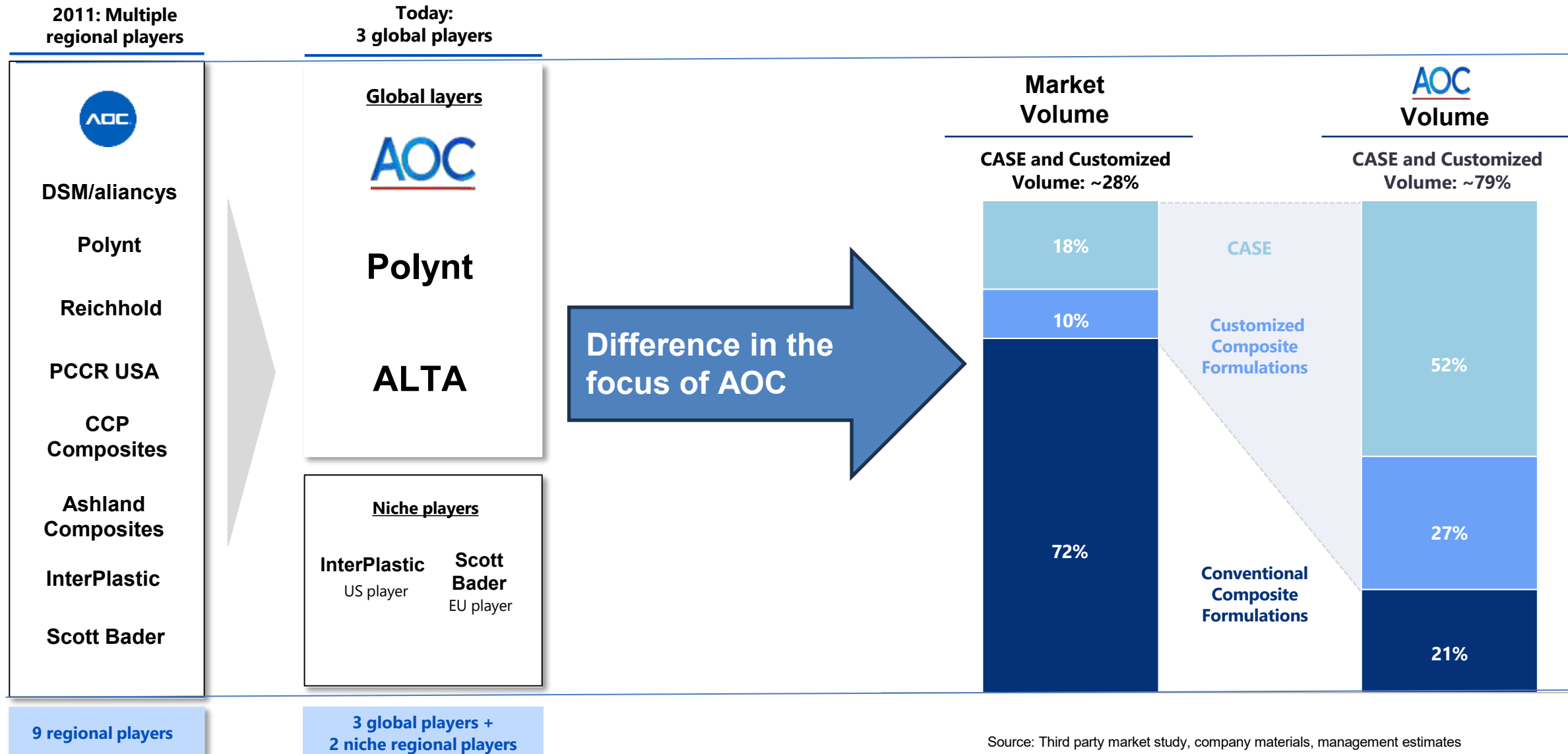
*3 Unique formulations for a single customer by SKU

Solutions Used in Everyday Products Useful for Daily Living

With > 3,200 SKUs and > 1,000 Customers



Three Global Players have emerged. AOC leads in its markets in North America and Focuses on the CASE, Colorants, and the Customized Part of the Market

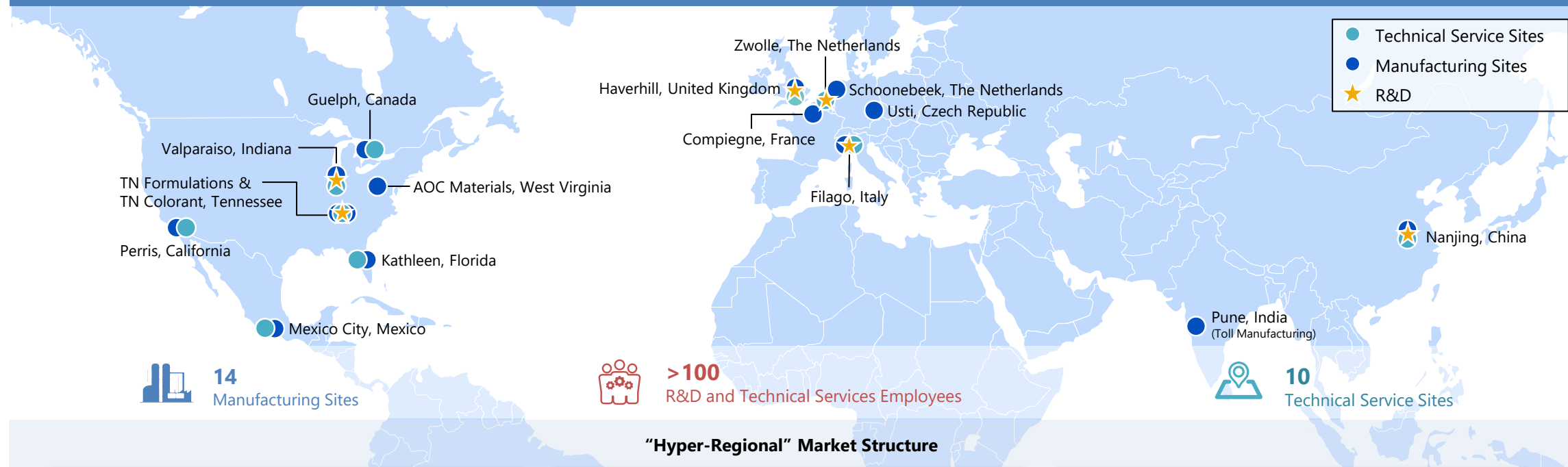


Source: Third party market study, company materials, management estimates

AOC's Footprint and Differentiated Capabilities Enable Better Customer Value

Our Local Capabilities are Valued Because of Product Characteristics and Dynamic Customer Requirements

Geographic Footprint



High-Performance Products with Limited Shelf Life

- Products designed to the customer plant level
- Delivery range typically within 1 day
- Products don't ship long distances easily

Dynamic Demand Requirements

- Custom formulations typically made-to-order with limited storage capacity at customer locations
- Local and flexible logistics required to accommodate changes and short lead times

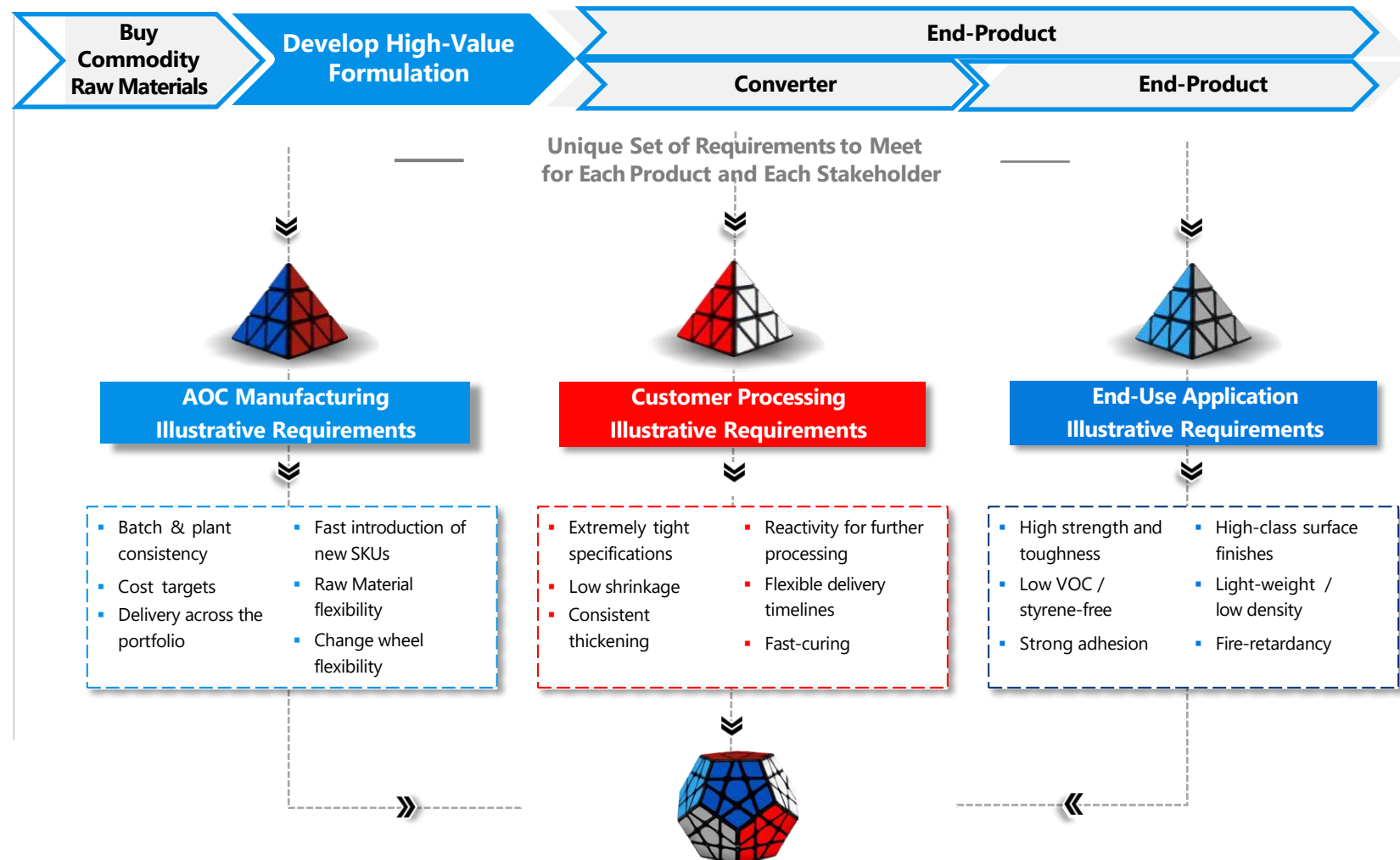
Customers Value Local Service

- Wide array of highly-technical applications
- Formulation process requires intimate understanding of direct customers' processes and end-customer requirements

AOC's Extensive Formulation Expertise

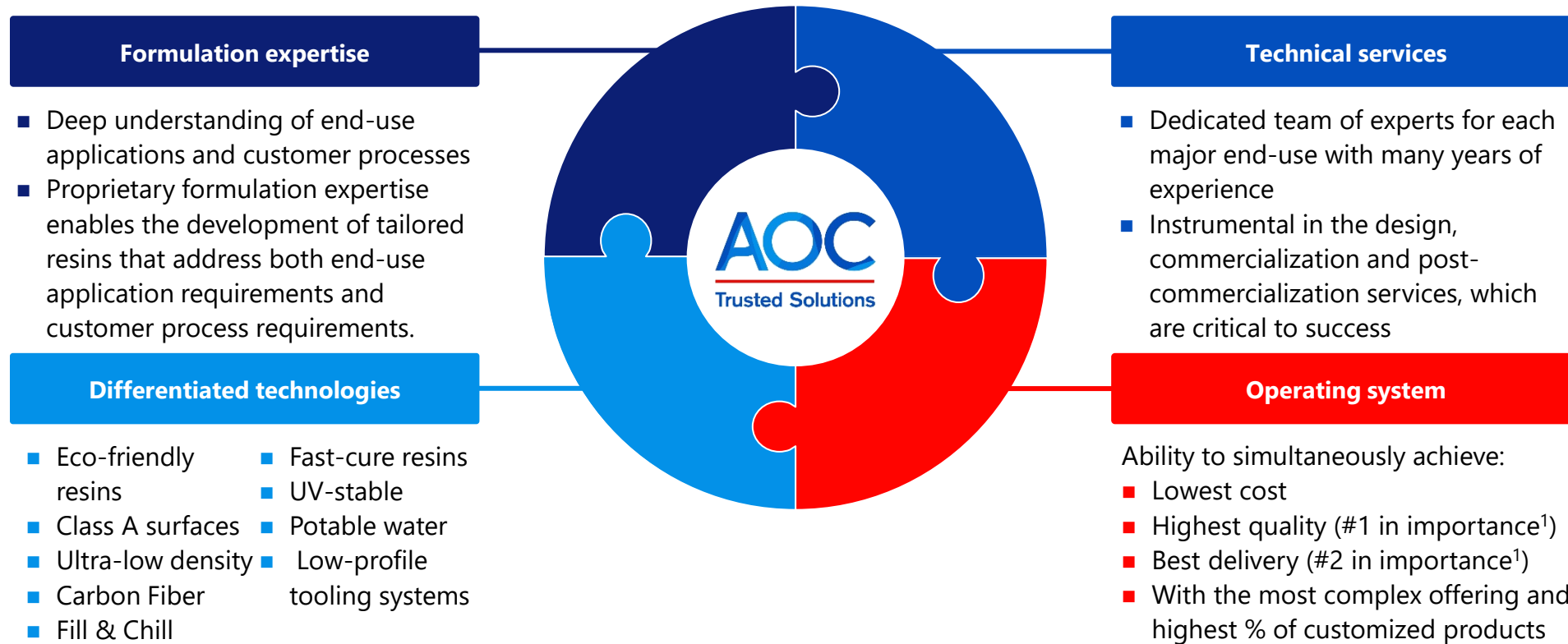
Providing solutions to meet end-user applications, manufacturers' and AOC's requirements

- **Every formulation presents a unique set of challenges:**
 - End users have demanding performance requirements
 - Customers utilize bespoke plant-level processes requiring customized specifications
 - AOC has developed manufacturing and execution standards to maintain efficiency, quality, and manage complexity
- **AOC embraces complexity and delivers value by solving the "Rubik's cube" for all parties through customized formulations**
- **This maximizes value-in-use for customers and underscores AOC's position as the market leader in application science, innovation, and technical service**



AOC Has a Differentiated Set of Capabilities, Driving an Advantaged Position

AOC encompasses a combination of core characteristics resulting in a highly-advantaged market position

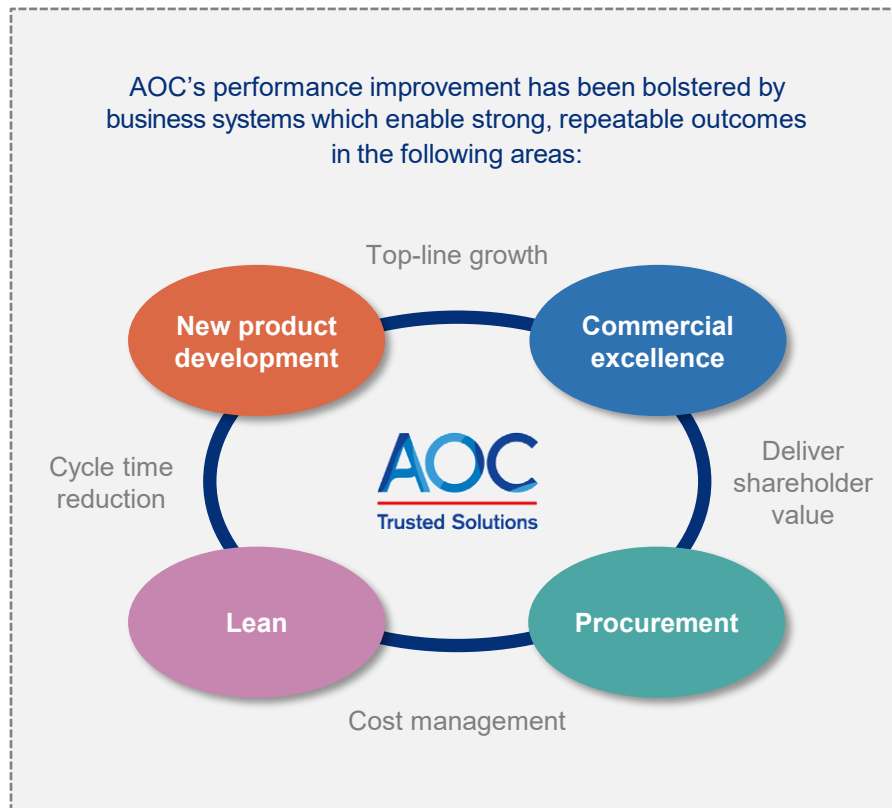


A market leader with a differentiated position based on technology and a competitively-advantaged operating system

AOC's Business Systems Drive Value Creation and Competitive Advantages

Robust business systems driving value in formulation businesses lead to strong market position and financial profile

AOC takes an integrated approach to business systems, each guided by a robust set of Process, People, and Performance Management elements that ensures a high level of repeatable performance.



Process Management

- **Process & Workflow:** Established processes with clearly-defined steps and workflow, designed for "speed to value."
- **Tools, Templates, Systems:** Tailored to specific process requirements to capture data, provide insights, and enable decision making. Supported through IT where possible, ERP, applications, and specialized systems.

People Management

- **Organizational Design:** Roles support the business system and ambition level. Strong organizational alignment.
- **Roles, Responsibilities, Behaviors:** Clearly defined roles and responsibilities to run an effective and efficient process. Focus on value to the customer.
- **Top Talent, Skills, Training, Coaching:** Develop and recruit top talent to build capabilities. Train and coach team.

Performance Management

- **Management Review Forums:** Right cadence of review forums to enable decision making and speed for value creating initiatives. Clearly defined participants, inputs, and outputs of reviews.
- **Systems, Metrics, Dashboards:** Create insights through a tailored dashboard to enable alignment and decision making. Metrics support processes and behaviors.
- **Incentive Systems:** Incentives support desired behaviors and value focus.

AOC's Innovative & Sustainable Products Serve Demand Driven by Secular Trends

Mega trends will drive stable growths in AOC's core end markets

Lightweighting / EVs



AOC product & application examples

- Formulations for structural and body parts
- Ultra-low-density Class A glass fiber & carbon fiber solutions

Substitution & differentiation

- Displacement of traditional materials, e.g. steel
- Significant weight reduction and lower emissions
- Cost effective & increased design flexibility

Energy transition



- Formulations for carbon fiber spar caps
- Formulation for wind turbine nacelles

- Spar caps and longer turbine blades enable increased efficiency
- Opportunity to displace epoxy solutions

Global infrastructure growth



- Novel formulations for use in relining
- Multiple applications, e.g., potable water, laterals, culverts

- Patent-protected solutions and partnerships with leading CIPP players
- Avoidance of traffic congestion, e.g., urban areas

Housing shortage & recycled input materials



- Multitude of applications in construction
- Formulations with recycled content

- Tailored solutions with ability to adapt recycled content %
- Variety of recycled materials
- Same properties as materials with virgin inputs

AOC is Poised for Significant Value Creation

Growth Driven by Attractive Market Trends, Organic Initiatives, and Deploying Business Systems through M&A



ATTRACTIVE GROWTH TAILWINDS

- Recovery from cyclical trough in certain end markets supports growth trajectory
- Favorable exposure to growing megatrends enables growth
 - Public and private infrastructure investment
 - Light-weighting
 - Housing rebound
 - Sustainability



BUSINESS SYSTEMS TO DRIVE ORGANIC GROWTH

- Leverage Business Systems to drive top-line growth and cost management
 - Commercial Excellence
 - Innovation
 - Procurement
 - Lean Manufacturing
- Focus on differentiated solutions with high value-in-use applications



PLATFORM ACQUISITIONS AND SYNERGISTIC ADJACENCIES

- Leverage Business Systems to drive synergies and fast integration of assets to create value
- Participate in market evolution through bolt-ons
- Attractive adjacencies identified to deploy proven Business Systems in complementary markets

Key Takeaways

AOC is a leading formulator of CASE & colorants solutions

Focus on attractive market segments with highly-customized products and a fragmented customer base

Competitively positioned to supply the best-performing products with the best delivery and technical service

Drive value through a highly-disciplined and a replicable set of Business Systems

Controllable and multi-faceted growth opportunities

<Contact>

NIPPON PAINT HOLDINGS CO., LTD.

Investor Relations

Email: ir_kouhou@nipponpaint.jp

This document is intended to provide information to investors about Nippon Paint Holdings and the Nippon Paint Group and is not prepared and released to solicit investment or any similar act in Japan and other countries. The forward-looking statements including in this document including targets, plans, estimates, forecasts, projections for Nippon Paint Holdings and the Nippon Paint Group represent our judgments and beliefs at the time of preparation.

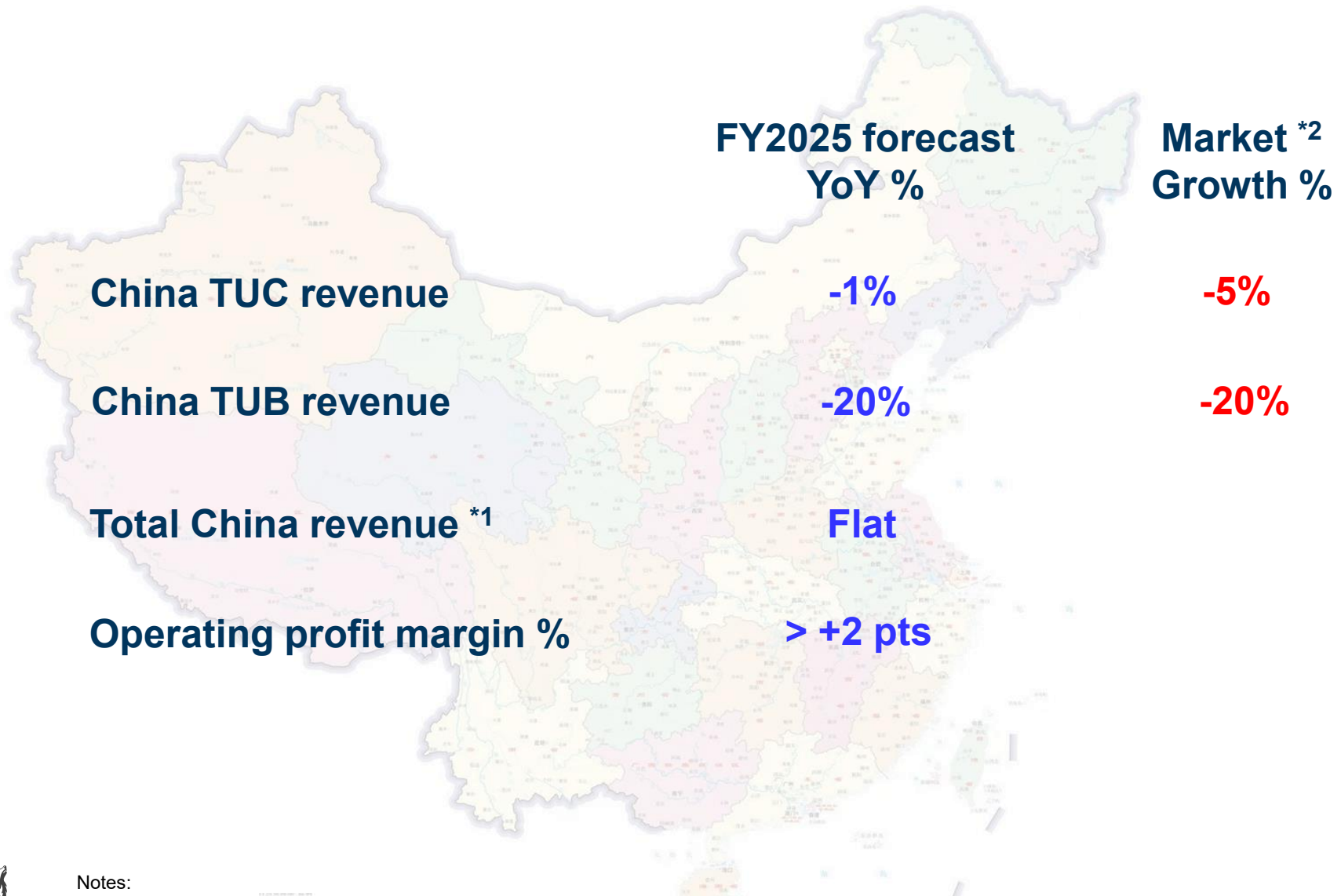
Actual operating results, financial positions, and any other results of Nippon Paint Holdings and the Nippon Paint Group are subject to change due to risks and factors including economic conditions in Japan and other countries, business trends, competition with other companies, changes in laws and regulations, technological innovations and foreign exchange fluctuations. As a result, the actual results and performance, etc. of Nippon Paint Holdings and the Nippon Paint Group may differ significantly from the content presented herein the content inferred from the statements made herein.



NIPSEA Group Business Strategy

NIPSEA China

NIPSEA China – Profitability remains robust amid protracted market softness



Notes:

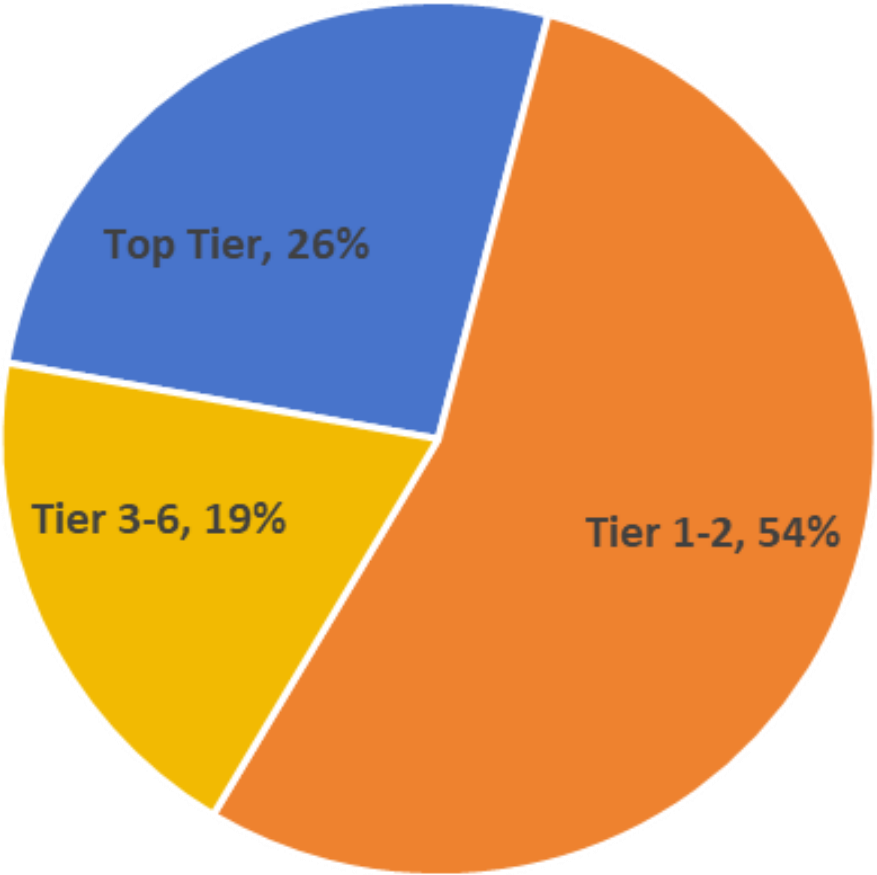
^{*1} Assuming that the change of agent model for the trading business in China's decorative business had been implemented in FY2024

^{*2} Market growth figures are based on internal estimates with official data



Brand leadership & Gaining ground across the different tiers cities

TUC Sales composition by city tiers



Interior paint leads the way, accounting for 55 – 60% of overall TUC. Others TUC components include exterior paint, non-paint products, tools, and accessories

Market share gains
by city tiers ^{*1}

2025 Top of Mind ^{*2}

• Top tier:	+2%	}	48 (Tier 0-2)
• Tier 1 to 2:	+1%		53
• Tier 3 to 6	+3%		

Solidifying our brand's dominance as the decoration effects leader

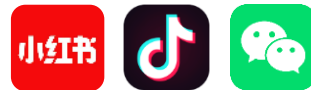
Sustainably driving the brand's premiumization strategy



Continuous enhancement of color communication



Keep driving 'Magic Paint' awareness through China's mainstream digital platforms and outdoor



Enabling full-scenario solutions with innovative and service



Building the 'Nippon Paint Decoration Solution' identity with pioneering products and service

RED's Most Influential Home Renovation IP



- 40+KOLs real cases

Offline events



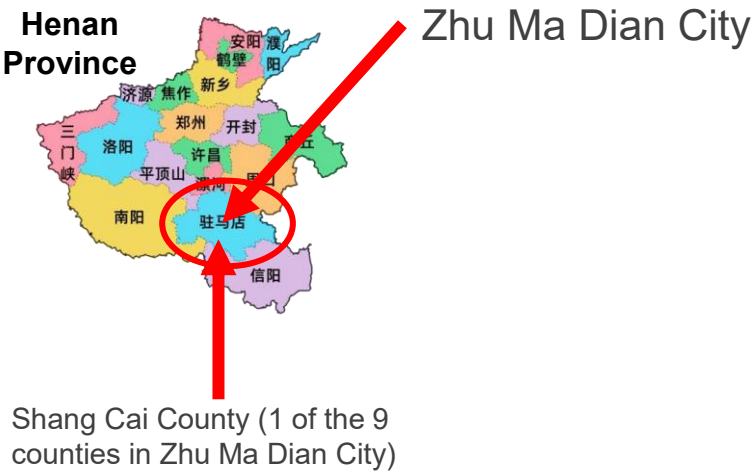
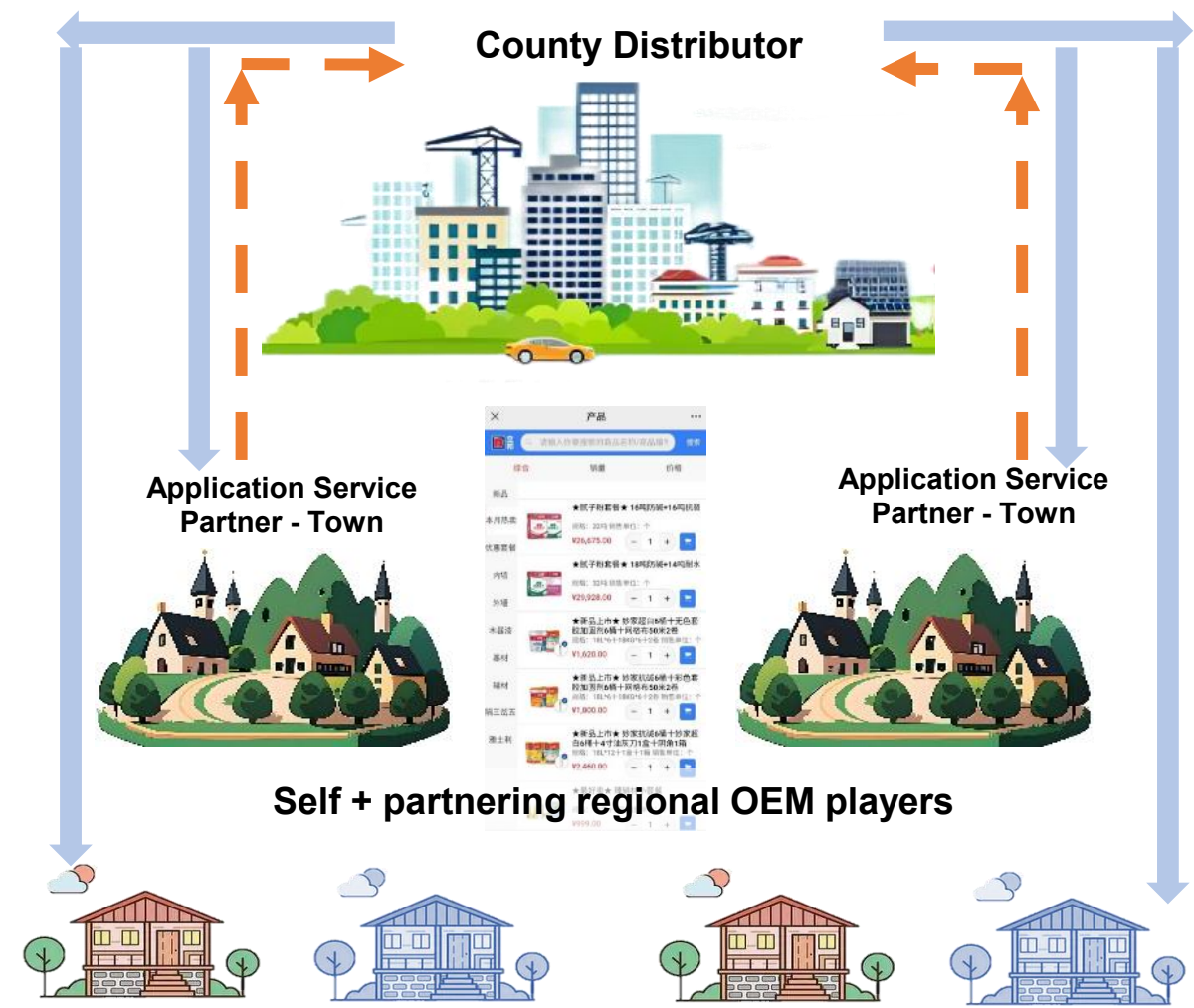
GUANGZHOU DESIGN WEEK

To designers: Guangzhou Design Week - *December 2025*

- To enhance brand awareness and preference in the biggest design exhibition



Tier 3-6 cities County Distributor – Application Service Partner (ASP) model to build direct service to painters and grow texture exterior coatings



Recruiting 5,000 ASPs in 2025-26



Utilize NP refresh service community stores for decentralization

Refresh service distributors in Tier 0-1: 150+
PPR (Professional Project Representatives): 3,700+



Application service centers:
387

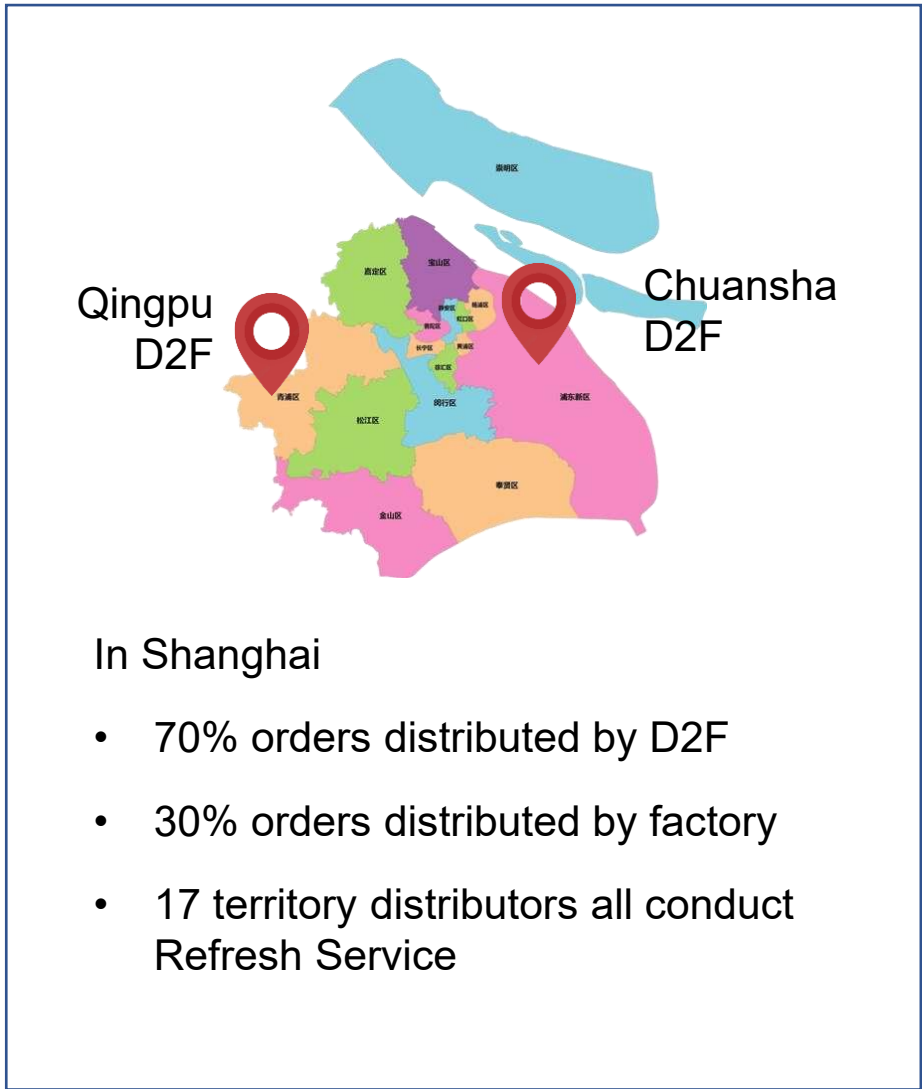
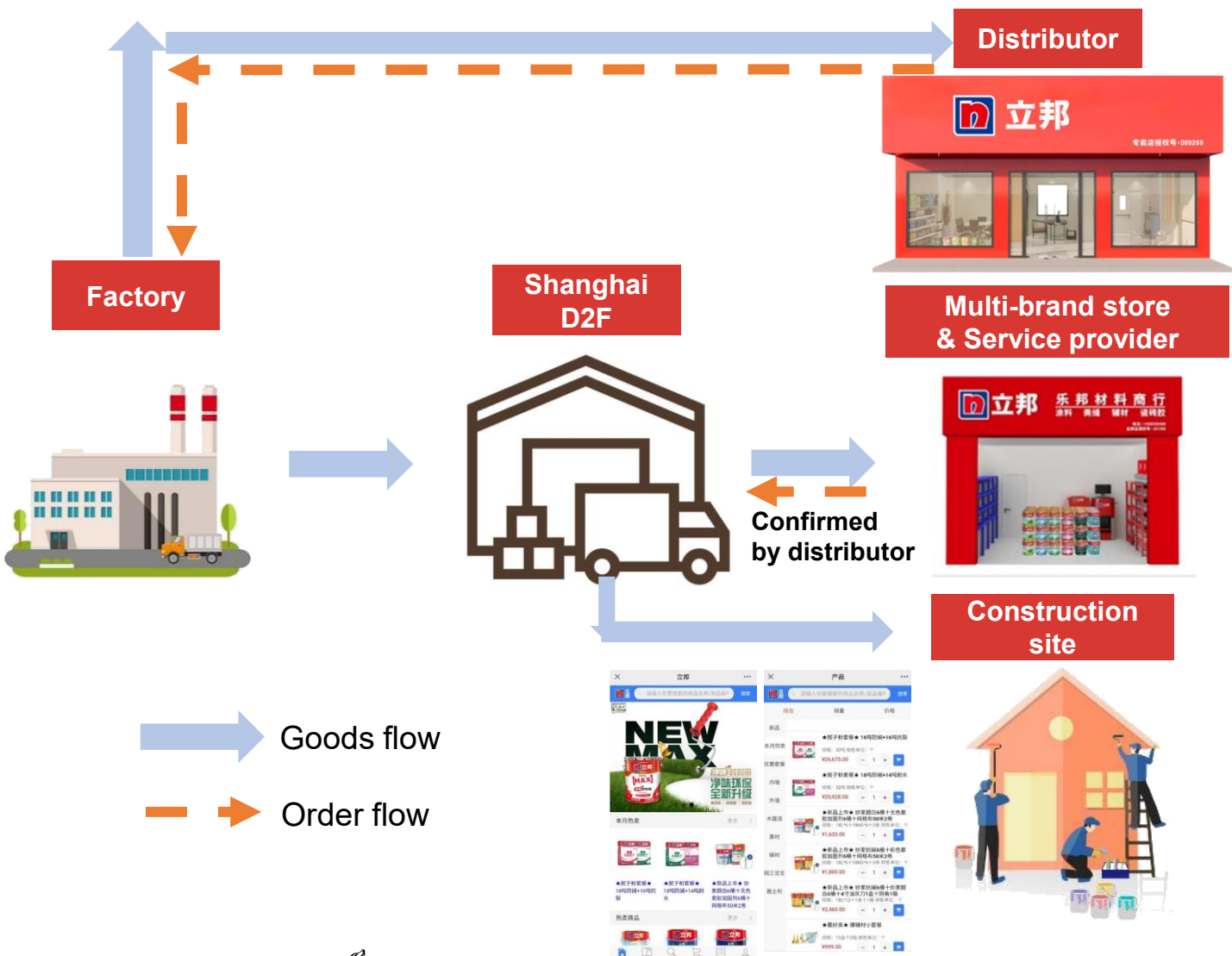


Certified professional painters:
2,200+

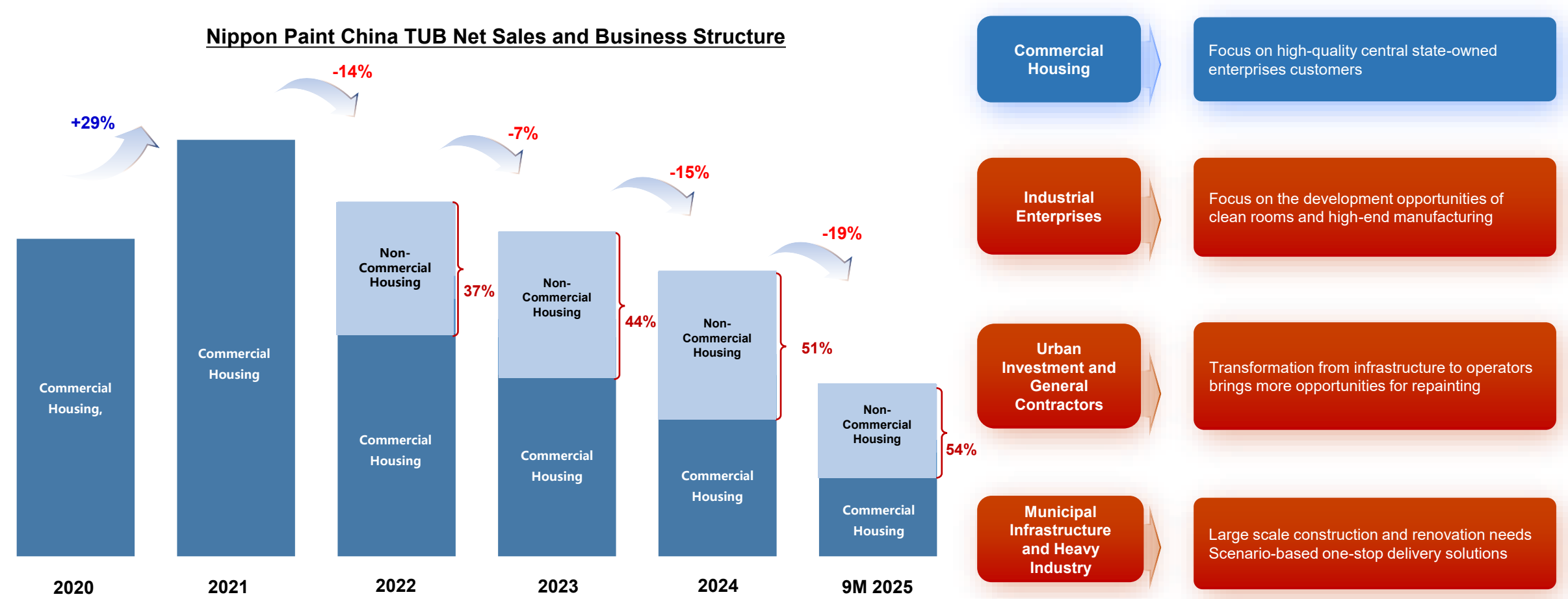


- Recruit 2,000 NP refresh service community stores in 2026, to increase purchasing convenience
- Cut-in with cost-effective magic paint products and sell across all categories
- Through convenient and standardized construction services to grow Nippon Paint Magic Paint rapidly

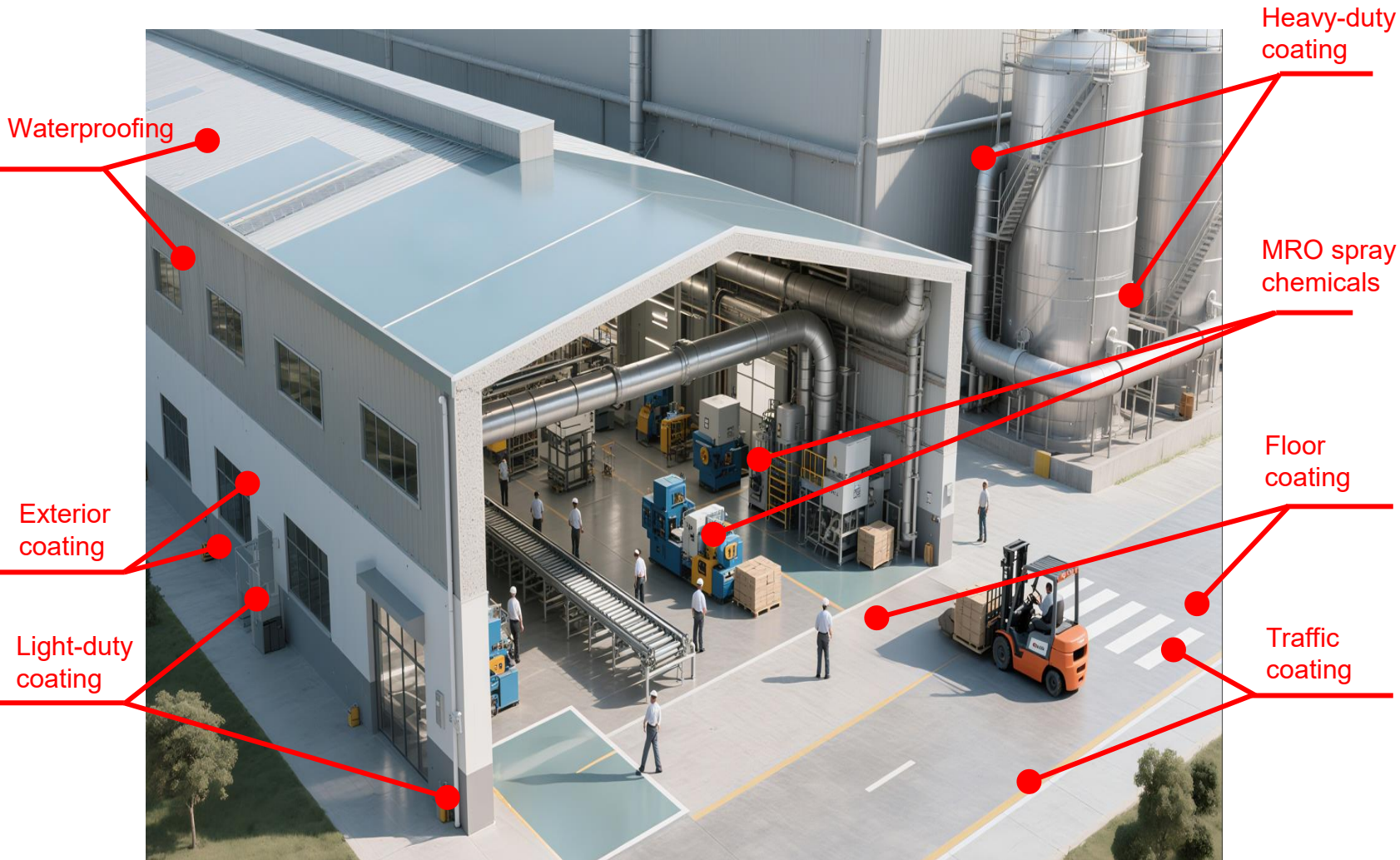
SH Direct2Front (D2F) to build capability of efficient delivery for shops



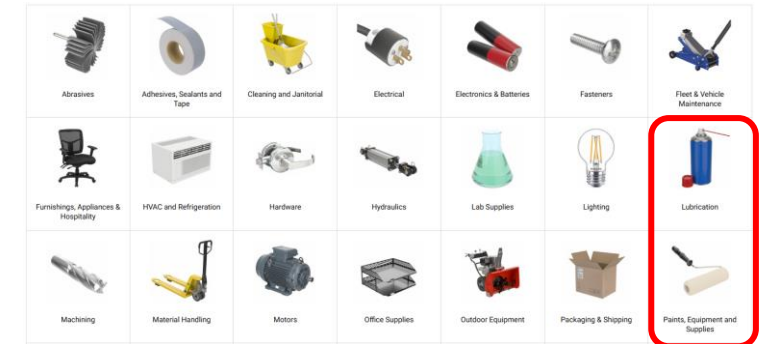
TUB lays out new business avenues, gradually increasing its proportion to 50+%



Integration solution to capture industrial new build & renovation



- MRO (Maintenance, Repair, and Operations) products are frequently used for factories
- Total China Industrial MRO market: **RMB 3.6 trillion** serving over 6 million enterprises



- Our target spray chemical market: RMB 40 billion





Global Debut: Nippon Paint Low-Altitude Aviation Comprehensive Coating Solution

Lightweight Coating

Specifically formulated for carbon fiber composites. Compared to traditional aviation paints, it can reduce weight by over 20% for the same coated area

Low VOC

The VOC content of Nippon Paint carbon fiber composite coating series is significantly lower than the national regulatory limit

Downwash Resistance

Withstands erosion from eVTOL downwash airflow, effectively preventing surface degradation and fragmentation of the ground coating caused by the impact

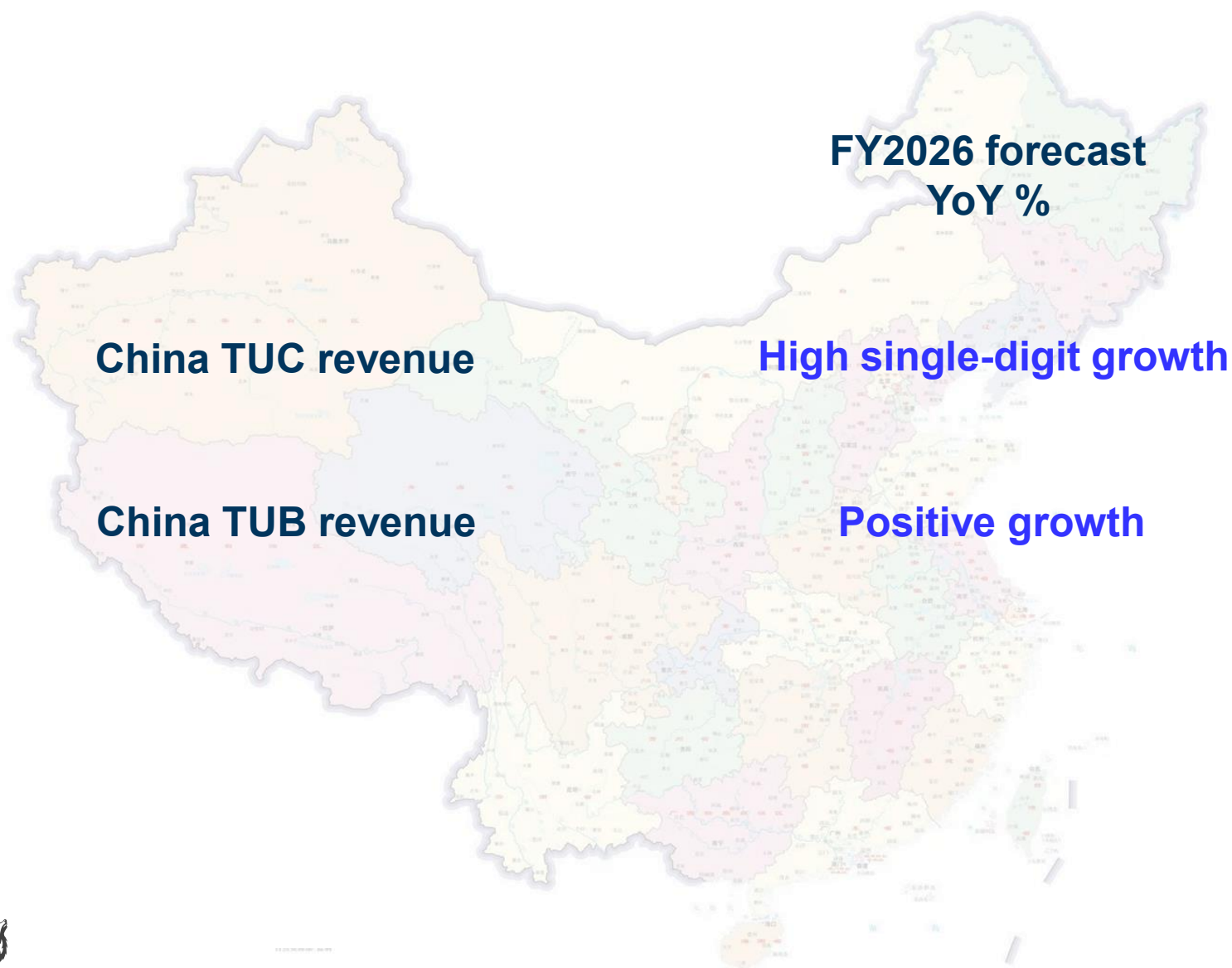
Elastic Crack Resistance

Adapts to long-term temperature fluctuations in the environment, solving issues of cracking and damage on ground surfaces caused by sudden temperature changes and thermal expansion/contraction

Durable Weather Resistance

After 1,200 hours of accelerated weathering testing, the coating shows no whitening or colour change. It withstands long-term exposure to harsh climates including intense sunlight, rain, and frost

NIPSEA China – 2026





TÜRKİYE GROUP

IR DAY
2025

Türkiye Group Introduction



3 Manufacturing Countries

Türkiye, Kazakhstan, Egypt

+30 Export Countries

17 Manufacturing sites

4.250+ employees

225 Million Population in Manufacturing Countries

+ 850 Million Population in Export Countries

Total Revenue (2024) ^{*1 *2}

JPY 120.8 bn ~ USD 735 Million

11 business segments

Trade Use –Deco (TU)^{*3}, ETICS^{*3}, Industrial Use (IU), Protective Coating (PC), Wood Coatings, Waterproofing, Industrial Adhesives, Flooring, Sealers, Adhesives & Fillers (SAF), Dry-Mix^{*3}, Tools & Accessories

Notes:

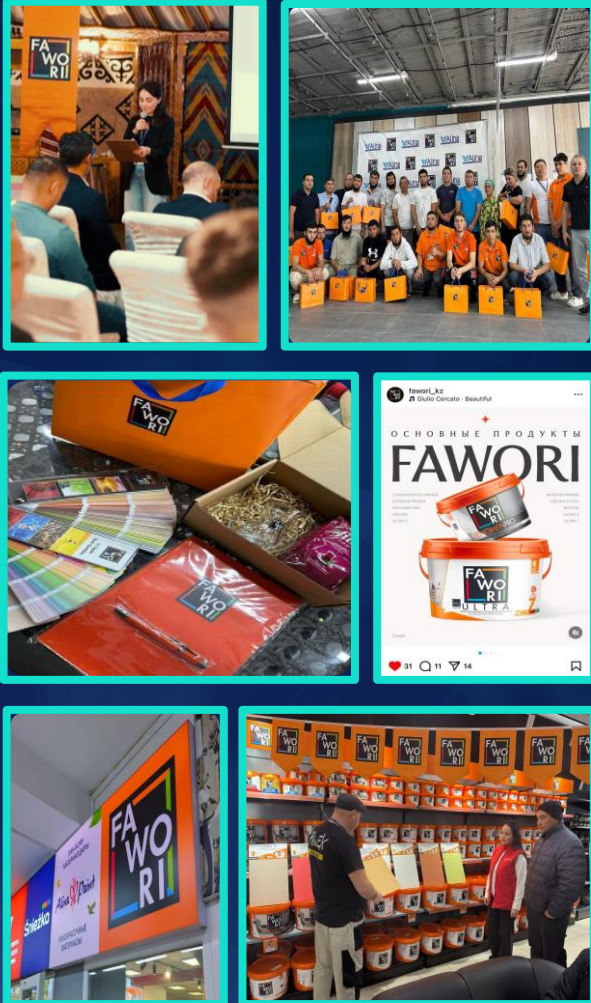
^{*1} Revenue figures presented are after applying hyperinflationary accounting and are unadjusted

^{*2} Elimination of intersegment transactions and similar adjustments is not applied

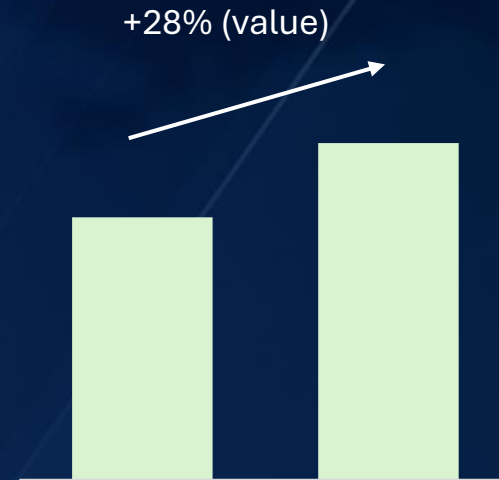
^{*3} Core business segments

Türkiye Group – Alina (Kazakhstan)

Launch of Fawori (Betek brand) in Kazakhstan



Key export market - Kyrgyzstan



Kyrgyzstan is Alina's key export market (apart from Tajikistan and Uzbekistan), representing ~15% of overall company sales and seeing strong growth in both dry-mix and paints and coatings

Expanding and extending into other paint and coatings segments

Strategic Partnerships with Chinese Automotive OEMs

- Alina's local presence in Kazakhstan positions the company to deepen relationships with Chinese automotive brands expanding production in Kazakhstan and Uzbekistan, with significant growth expected

Industrial Coatings Expansion

- Alina is collaborating with major industrial companies in Kazakhstan to distribute Nippon Paint products with plans to develop local manufacturing capabilities in the future

ETICS Market Opportunity

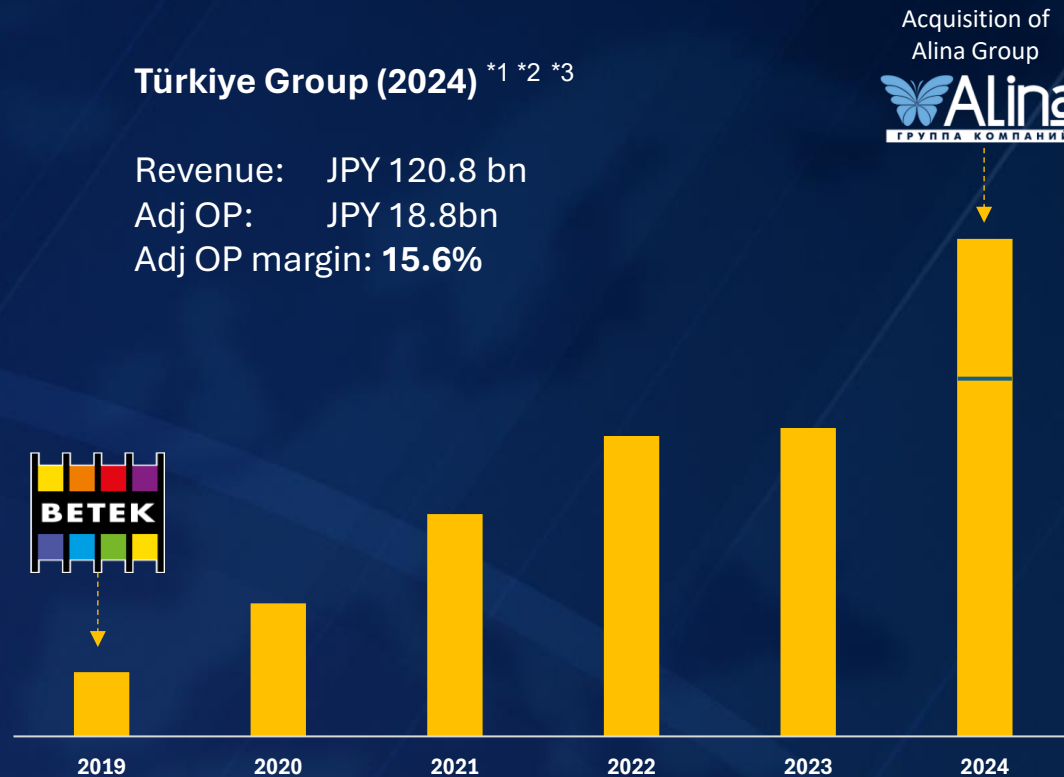
- Kazakhstan's climate and energy-efficiency needs create strong demand for insulation. Leveraging Betek's expertise and product portfolio, Alina aims to scale ETICS solutions to capture this growing market

Türkiye Group - Market Position, Key Financial Highlights

Organic and Inorganic Growth

Türkiye Group (2024) ^{*1 *2 *3}

Revenue: JPY 120.8 bn
Adj OP: JPY 18.8bn
Adj OP margin: **15.6%**



Manufacturing Countries

Türkiye

Market Leader in Decorative Paints

Market Leader in ETICS^{*4}

Kazakhstan

Market Leader in Decorative Paints

Market Leader in Dry-Mix

Export Countries

Kyrgyzstan

Market Leader in Decorative Paints

Iraq

Market Leader in Decorative Paints

Georgia

Market Leader in Dry-Mix

Notes:

*1 Revenue figures presented are after applying hyperinflationary accounting and are unadjusted









*2 Adjusted Operating Profit figures are before applying hyperinflation accounting.

*3 Elimination of intersegment transactions and similar adjustments is not applied

*4 ETICS - External Thermal Insulation Compound Systems for buildings

Türkiye Group - Türkiye Competitive Landscape

Türkiye Key Competitor Analysis – 2025 YTD 9M Sep [IAS29]

Million TL						
Net sales	(2025)	17,726		7,275	4,546	3,498
Net sales	(2024)	18,456		10,222	6,585	4,641
Growth	(25/24)	-4%		-28.8%	-31.0%	-24.6%
OP margin %*1	(2025)	8.9% 		4.5% 	n.a.	3.6% 
OP margin %*1	(2024)	6.6%		5.5%	n.a.	6.0%

➤ **Increasing market share while generating better OP compared to prior year and vs competitors**

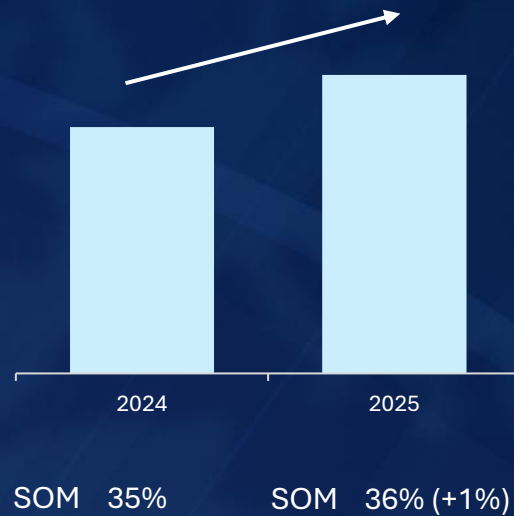
Notes:

*1 The operating profit margin figures are inclusive of foreign exchange losses

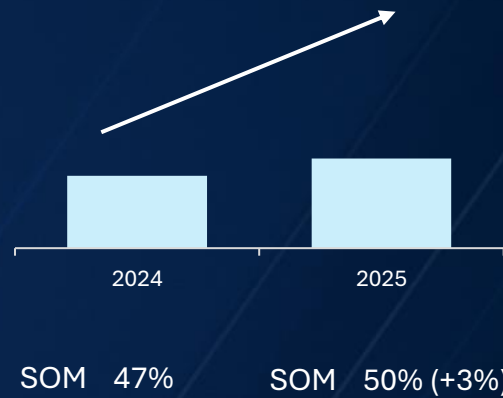
Türkiye Group – Betek Paint & ETICS (Türkiye)

Despite market contraction (volume) and inflation-driven pressure on consumer spending, Betek is sustaining growth by capitalizing on rising demand for eco-friendly solutions, including ETICS

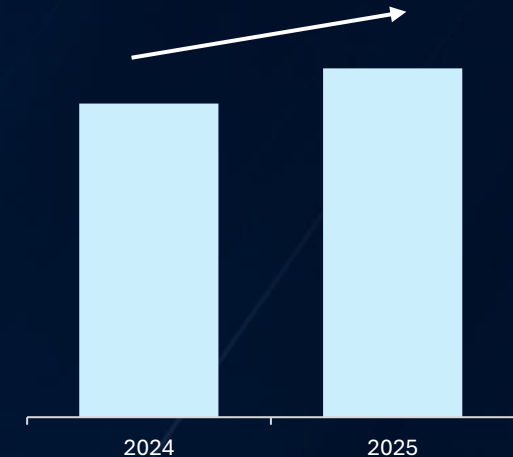
Deco market +21% (value)
Betek grew 28% (value)



ETICS market +24% (value)
Betek grew 31% (value)



Betek
Exports sales +11% (value)





Notes:

*1 Market share based on company estimates

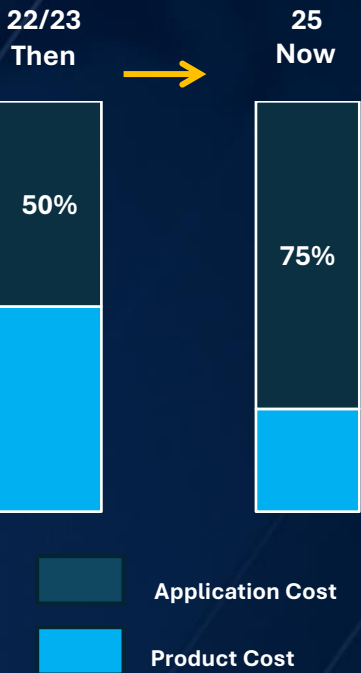
*2 Market growth figures are based on internal estimates with official data

Türkiye Group - Betek Competitive Strength (Türkiye)

MULTIBRAND STRATEGY

SEGMENT	PRICE INDEX	OUR FOCUS BRANDS IN SEGMENTS	TARGETED CONSUMER
PREM	110+		ARCHITECTS
MID-UP	80-110		END-CONSUMER PAINTER
MID-LOW	70-80		PAINTER DEALER
ECO	55-70		

STRATEGIC INSIGHTS



➤ Tendency toward premium brands as product cost share in the total painting cost decreases

BUILD TRUST



2024 Overall Top of Mind *1



#2: 23%
#3: 11%

	AB	C1	C2
SES Group	%51	%51	%50
Age Group	25-34 %52	35-44 %51	45+ %49

Perceived Quality Leadership

- ✓ I Love This Brand
- ✓ It's a Brand I Trust
- ✓ Their Products Are Worth the Money

Note:
*1 FutureBright 2024

Türkiye Group - Betek Key Activities Highlight (Türkiye)

Sales Offices & Dealers Visits



Field Activities



Brand Investments



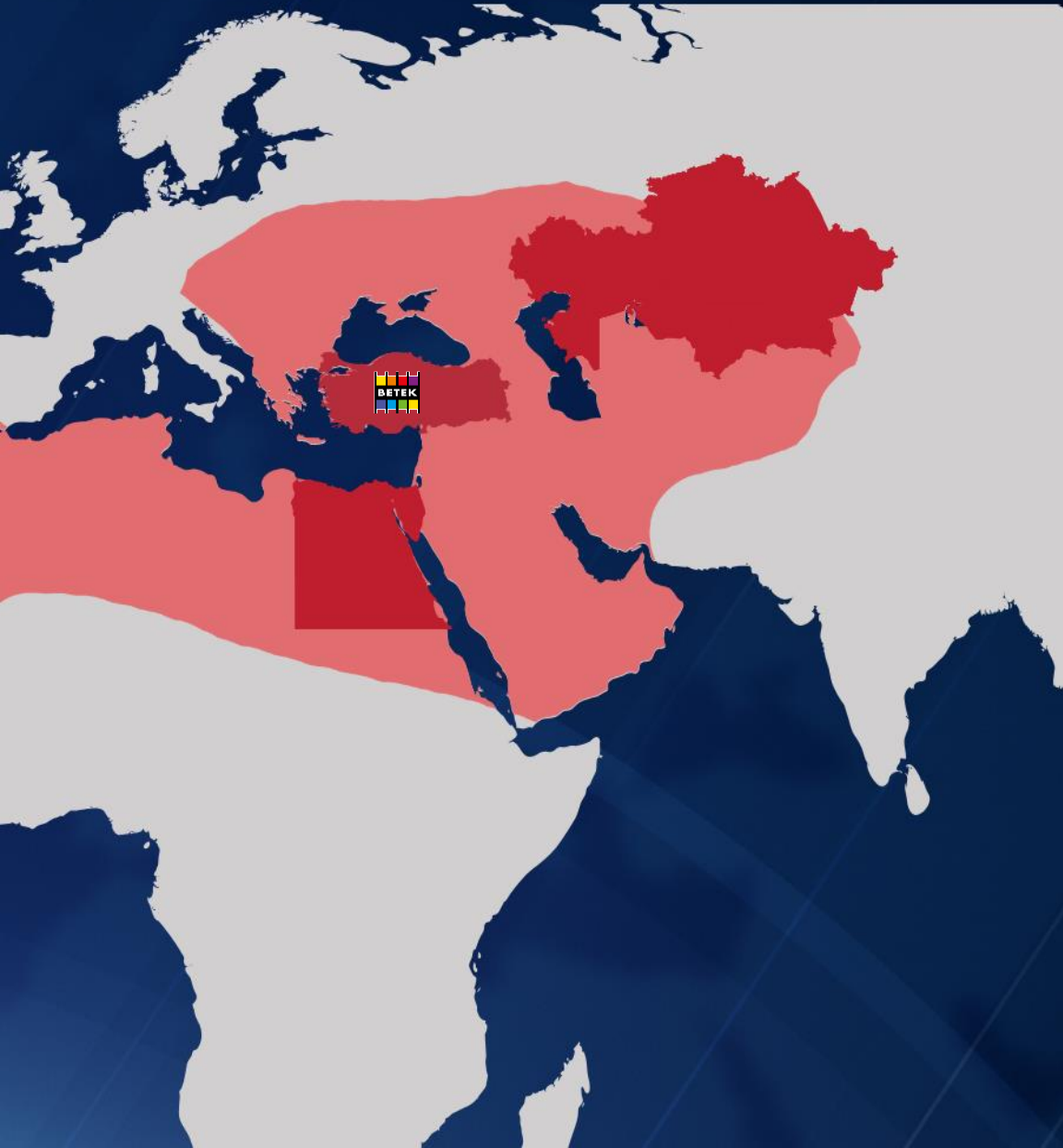
External

- Anticipating the Market Tendency
 - Catching trend of premium brands (Filli Boya)
 - Right timing and conditions of campaigns
- Consolidation of Brands
 - Easiness of going to the market
 - Managing transformation quickly
- Introducing innovative solutions tailored to meet evolving market needs (Nucleus)
- Strong Field Presence
 - Dealer and Sales Office Visits
 - Seminars to painters and professionals

Internal

- Strong Communication within the Company
 - Quarterly leadership meetings focused on driving performance improvement.
 - Consistent, transparent communication with all employees to sustain motivation and confidence in achieving targets
- Continuous Operational Efficiency Improvement
 - Enhancing our competitive edge by executing efficiency initiatives with exceptional precision

Türkiye Group – Strategic hub, expanding Influence, connecting Regions



OUR STRENGTHS



OUR GROWTH OPPORTUNITIES

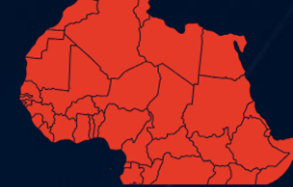
CENTRAL ASIA



0.1 B Population
1,600 B USD GDP

FOCUS: DECO & DRY-MIX
EMERGING: ETICS & IU

NORTH AFRICA



1.6 B Population
400 B USD GDP

FOCUS: DECO
EMERGING: ETICS & IU

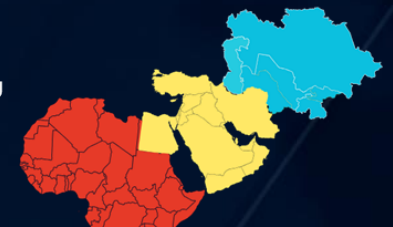
MIDDLE EAST



0.5 B Population
2,200 B USD GDP

FOCUS: DECO
EMERGING: ETICS & IU

REGION



2.2 B Population
4,200 B USD GDP





NIPPON PAINT HOLDINGS CO., LTD.

IR DAY 2025

M&A Strategy

November 26, 2025

1. Executive Summary

Unwavering commitment to limitless growth via Asset Assembler strategy, leveraging both organic and inorganic initiatives

- Both organic and inorganic growth have made significant contributions; we remain dedicated to accelerating EPS compounding through both avenues
- We pursue bolt-on acquisitions through partner companies and asset assembly by NPHD as the holding company
- The share repurchase announced on October 9 represents a unique opportunity to acquire shares in our outstanding company extremely undervalued

Evolution of our Asset Assembler model: broadening acquisition targets and opportunities

- With greater focus on cost of capital, our acquisition strategy has shifted from an EPS-driven approach to one that also prioritizes ROIC; our commitment to acquiring low-risk and good companies remains unchanged
- ROIC exclusive of goodwill for acquired companies has consistently been high, and ROIC inclusive of goodwill continues to improve
- Our acquisition scope has broadened from paint and adjacencies arena to virtually unlimited opportunities, yet ample prospects remain in the chemical sector in the near term

We remain committed to seizing M&A opportunities that serve for MSV through an active and decisive investment approach

- Supported by strong cash generation across our assets, prioritizing capital allocation to M&A unlocks the full potential of our Group platform
- We continue to favor debt financing and remain cautious on issuing shares under the current level of valuation

1. Our M&A Strategy: Overview

Built a consistent track record of profit growth, achieved through organic and inorganic expansion

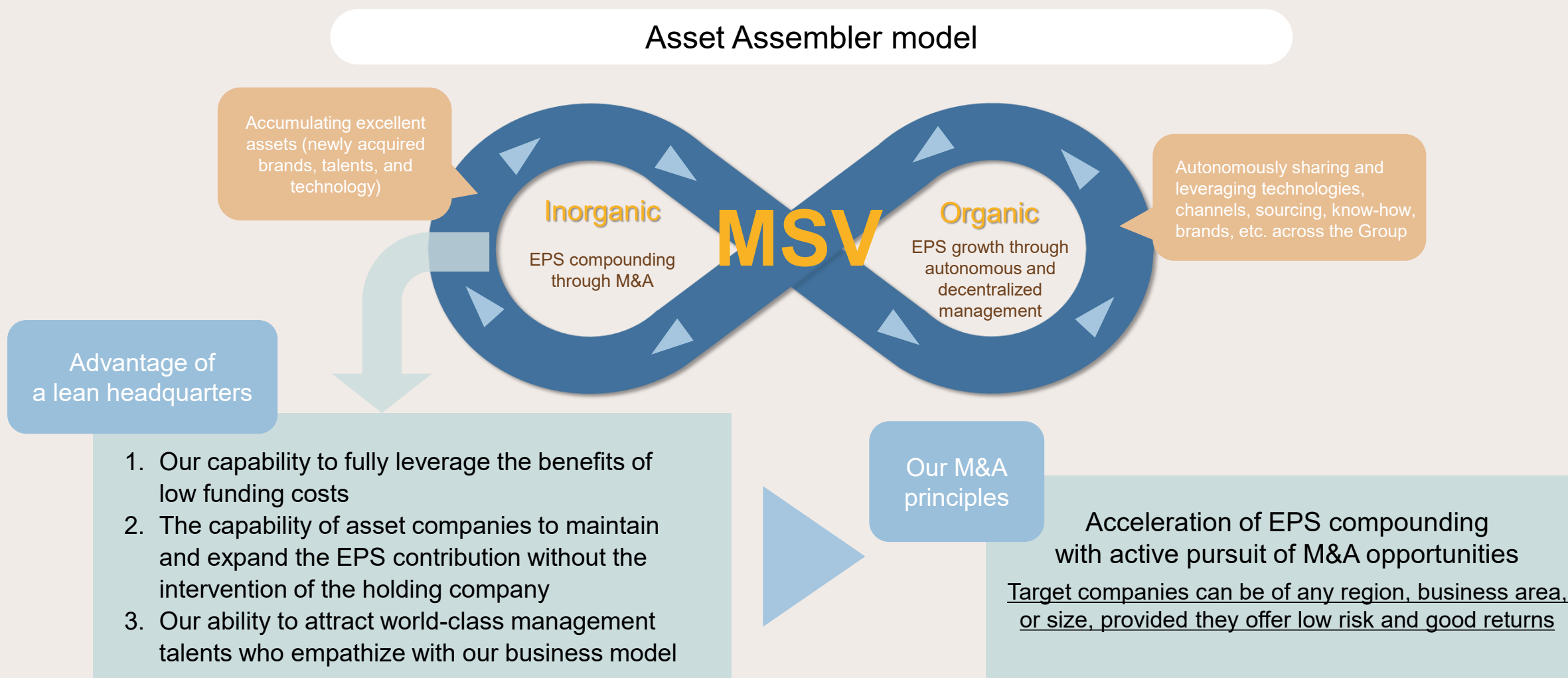
Organic and inorganic growth trend

(Billion yen)	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2018-FY2024
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Average
Adj operating profit	86.3	95.9	92.5	101.3	140.8	181.5	199.6	-
Adj organic operating profit	86.3	87.3	78.9	87.3	132.6	180.3	193.2	-
Adj operating profit from M&A*	-	8.6	13.6	14.0	8.2	1.3	6.4	-
Total adj growth rate	-	11.1%	-3.6%	9.6%	39.0%	28.9%	9.9%	15.8%
Adj organic operating profit contribution	-	1.2%	-17.7%	-5.6%	30.9%	28.0%	6.4%	7.2%
Adj operating profit contribution from M&A	-	10.0%	14.1%	15.2%	8.1%	0.9%	3.5%	8.6%

*Profit from businesses acquired and consolidated within the last 12 months

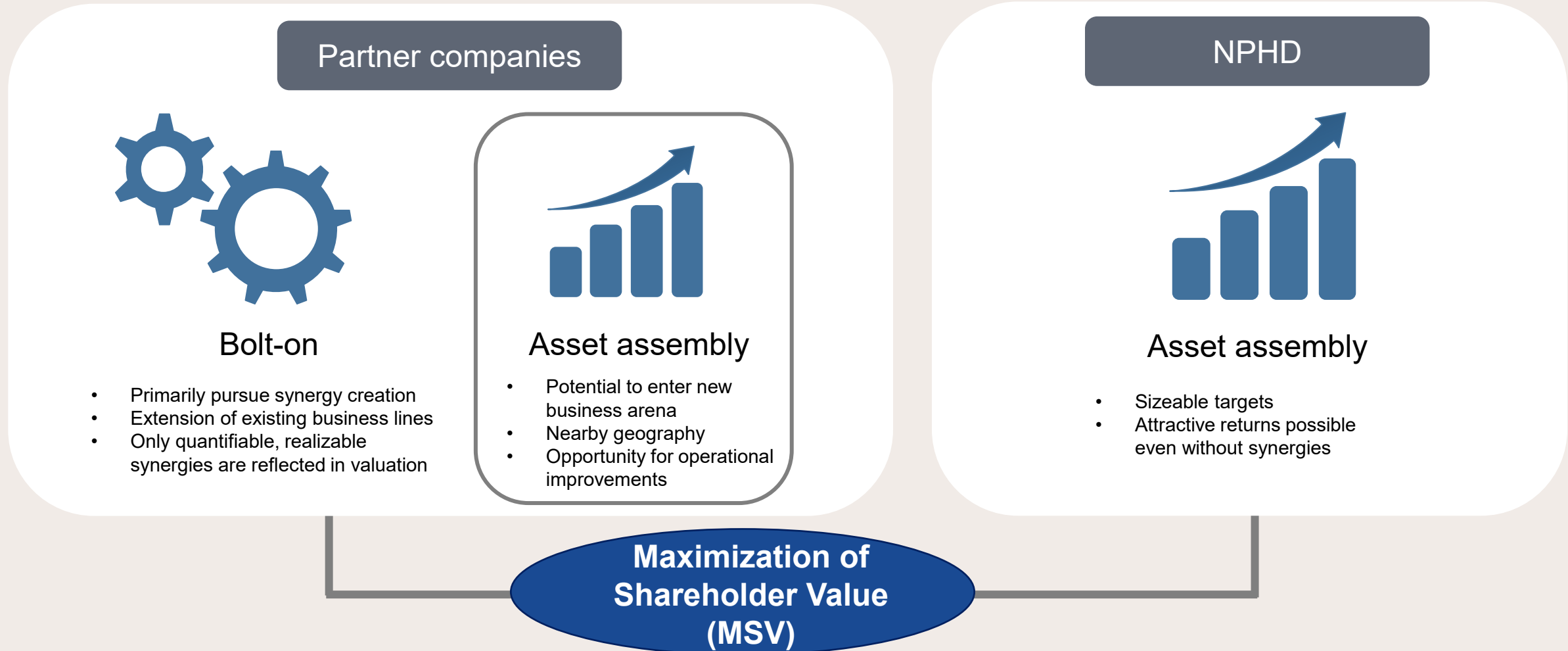
1. Our M&A Strategy: Overview

By targeting low-risk, good-return acquisitions, we pursue steady and sustainable EPS compounding



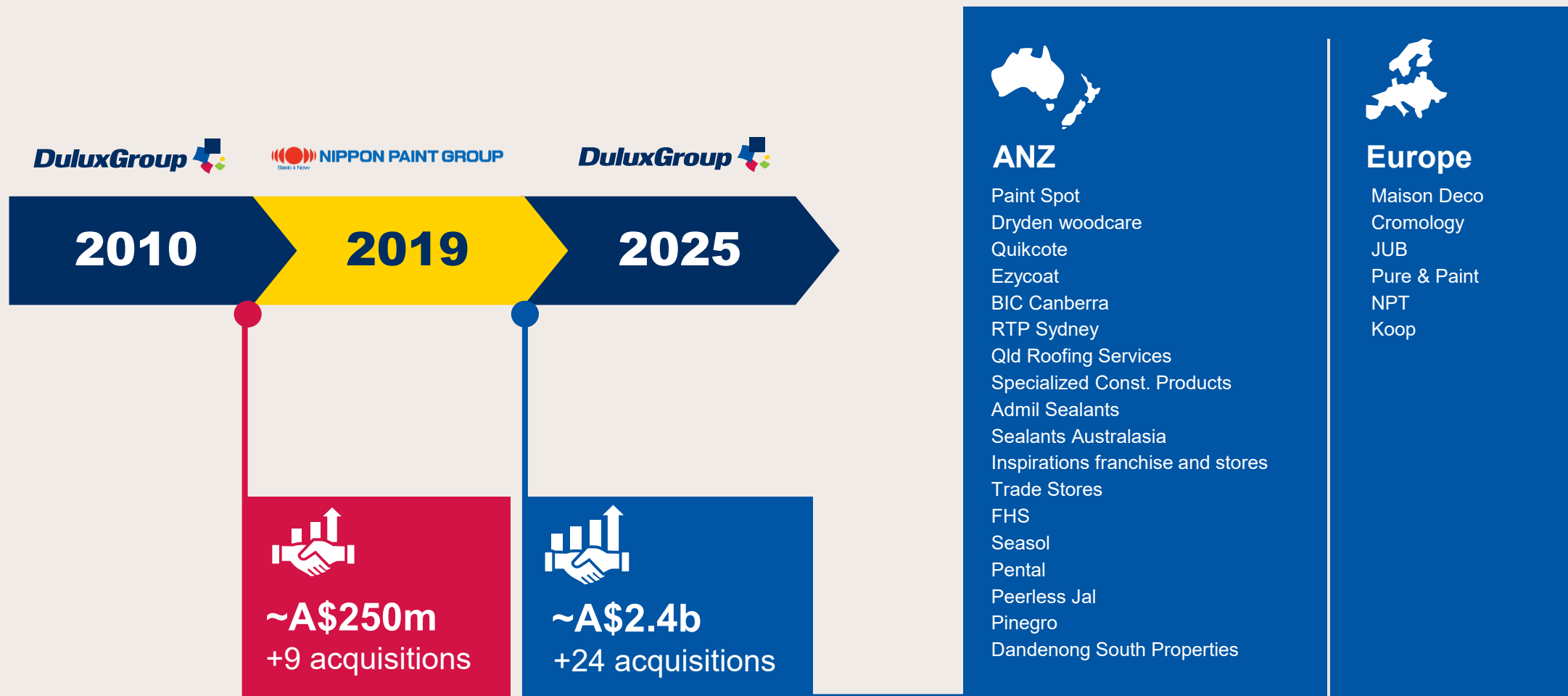
1. Our M&A Strategy: Overview

Our two pillars in M&A



1. Our M&A Strategy: Overview

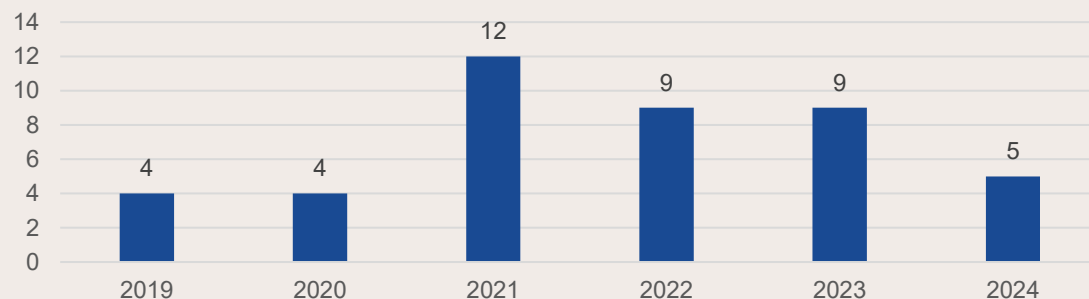
Mindset change at partner companies: The DuluxGroup example



2. Our M&A Track Record

Beyond inorganic growth from strategic and bolt-on acquisitions, we actively drive post-acquisition growth through our Group platform

(Transaction) M&A*1 transactions by year

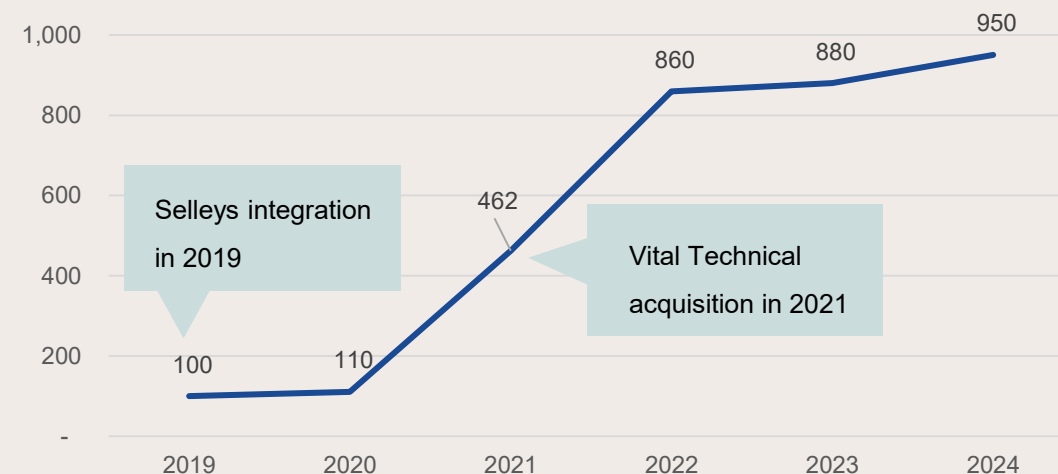


		Year acquired	Country/region	Business segment
NIPSEA Group		2014: Consolidated/ 2021: Full integration	Countries across Asia	Decorative/automotive/ industrial, etc.
Dunn-Edwards		2017	U.S.	Decorative
DGL (Pacific)		2019	Pacific	Decorative/adjacencies
Betek Boya		2019	Türkiye	Decorative/adjacencies
PT Nipsea		2021	Indonesia	Decorative/automotive
Vital Technical		2021	Malaysia	Adjacencies
Five consolidated Chinese automotive subsidiaries		2022	China	Automotive
DGL (Europe)	Cromology	2022	Europe	Decorative
	JUB	2022	Europe	Decorative/adjacencies
	NPT	2023	Italy	Adjacencies
Alina		2024	Kazakhstan	Decorative/adjacencies
NPI		2024	India	Decorative/industrial/ automotive refinish
BNPA		2024	India	Automotive
AOC		2025	U.S./Europe/Asia	Specialty formulator

Growth post-acquisition

	2019–2024		
	Revenue CAGR*2	Operating profit CAGR*2	Market share
DGL (Pacific)	+13.0%	+15.7%	48%→50%
Betek Boya	+27.0%	+30.7%	27%→35%
PT Nipsea*3	+21.0%	+22.1%	17%→19%

Sales trends*4 in the SAF business (NIPSEA Group)



*1 Including small-scale, undisclosed acquisitions across regions and business segments

*2 Based on Japanese yen

*3 For PT Nipsea, comparison between 2020 and 2024

*4 Indexed to 2019=100

2. Our M&A Track Record

Capital efficiency of acquired companies has steadily improved; AOC is projected to achieve ROIC above 6%, inclusive of goodwill and intangibles, from Year 1

ROIC of major acquired companies

Inclusive of goodwill and intangibles

*Based on Japanese yen
Figures in parentheses are
in local currency

	2020	2021	2022	2023	2024
DGL (Pacific)	3.7% (3.4%)	4.4% (3.6%)	5.6% (4.5%)	5.8% (4.6%)	7.0% (5.1%)
Betek Boya	7.4% (9.1%)	9.9% (14.9%)	7.9% (20.7%)	11.8% (45.7%)	16.4% (68.1%)
PT Nipsea	- -	3.8% (3.6%)	5.3% (4.4%)	6.6% (5.2%)	7.1% (5.4%)
Cromology	- -	- -	2.5% (2.3%)	2.9% (2.5%)	2.8% (2.2%)
JUB	- -	- -	- -	5.7% (5.7%)	6.6% (6.2%)

Exclusive of goodwill and intangibles

*Based on Japanese yen
Figures in parentheses are
in local currency

	2020	2021	2022	2023	2024
DGL (Pacific)	52.4% (32.5%)	40.1% (23.1%)	32.9% (28.6%)	34.2% (29.3%)	41.6% (32.7%)
Betek Boya	21.9% (20.8%)	27.3% (33.8%)	19.0% (47.5%)	29.3% (104.1%)	38.3% (155.1%)
PT Nipsea	- -	34.7% (34.0%)	50.2% (41.8%)	62.2% (49.0%)	68.4% (51.3%)
Cromology	- -	- -	50.3% (49.1%)	35.3% (31.3%)	31.0% (28.7%)
JUB	- -	- -	- -	12.8% (12.4%)	15.1% (14.3%)

*Basis for calculation

•ROIC is presented from the second year for DGL (Pacific), Betek Boya, and JUB, as these companies were acquired mid-year. For PT Nipsea and Cromology, acquired at the beginning of the year, ROIC is shown from the first year. No acquisition-related costs were incurred in Year 1 for any of these companies

•For DGL (Pacific), ROIC for 2019-2023 is calculated by excluding Cromology and JUB from DuluxGroup's consolidated results. From 2024 onward, DGL (Pacific) figures are used. Acquisition-related costs for Cromology, JUB, and other small-scale acquisitions in 2022 are excluded

•For Betek Boya, goodwill excluded from the denominator does not reflect the impact of hyperinflationary accounting. After-tax profit reflects the application of hyperinflationary accounting

*Calculation method

•ROIC (inclusive of goodwill and intangibles) = $\frac{\text{After-tax operating profit (after PPA amortization of intangible assets)}}{\text{Acquisition cost (inclusive of transfer consideration and subsequent capital increases)}}$

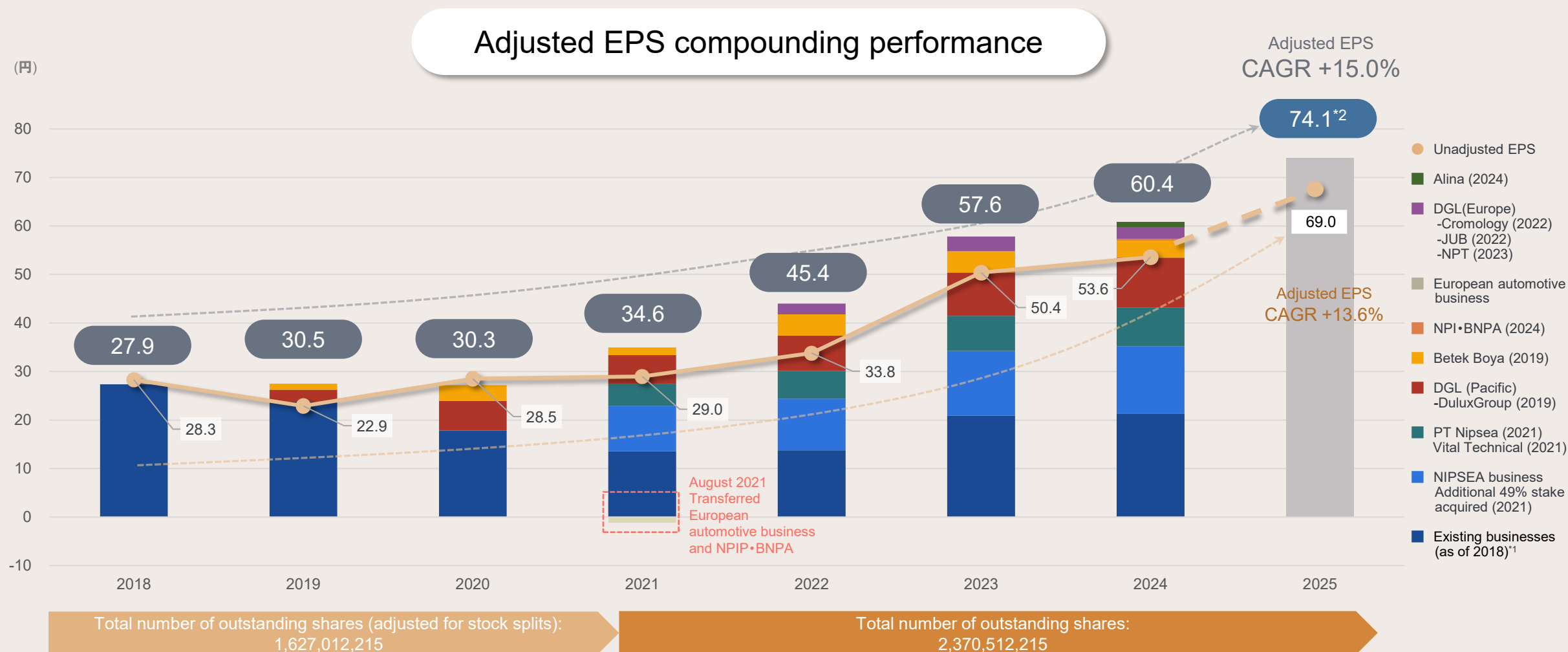
*The effective tax rate applied is the three-year average (2022-2024). For Betek Boya, due to abnormal rates resulting from hyperinflationary accounting, a 25% corporate tax rate for private companies is used

•ROIC (exclusive of goodwill and intangibles) = $\frac{\text{After-tax operating profit (before PPA amortization of intangible assets)}}{\text{Acquisition cost (inclusive of transfer consideration and subsequent capital increases)} - \text{goodwill} - \text{PPA intangible assets}}$

*The effective tax rate applied is the three-year average (2022-2024). For Betek Boya, due to abnormal rates resulting from hyperinflationary accounting, a 25% corporate tax rate for private companies is used

2. Our M&A Track Record

Significant EPS compounding achieved since 2018, driven by both organic and inorganic expansion



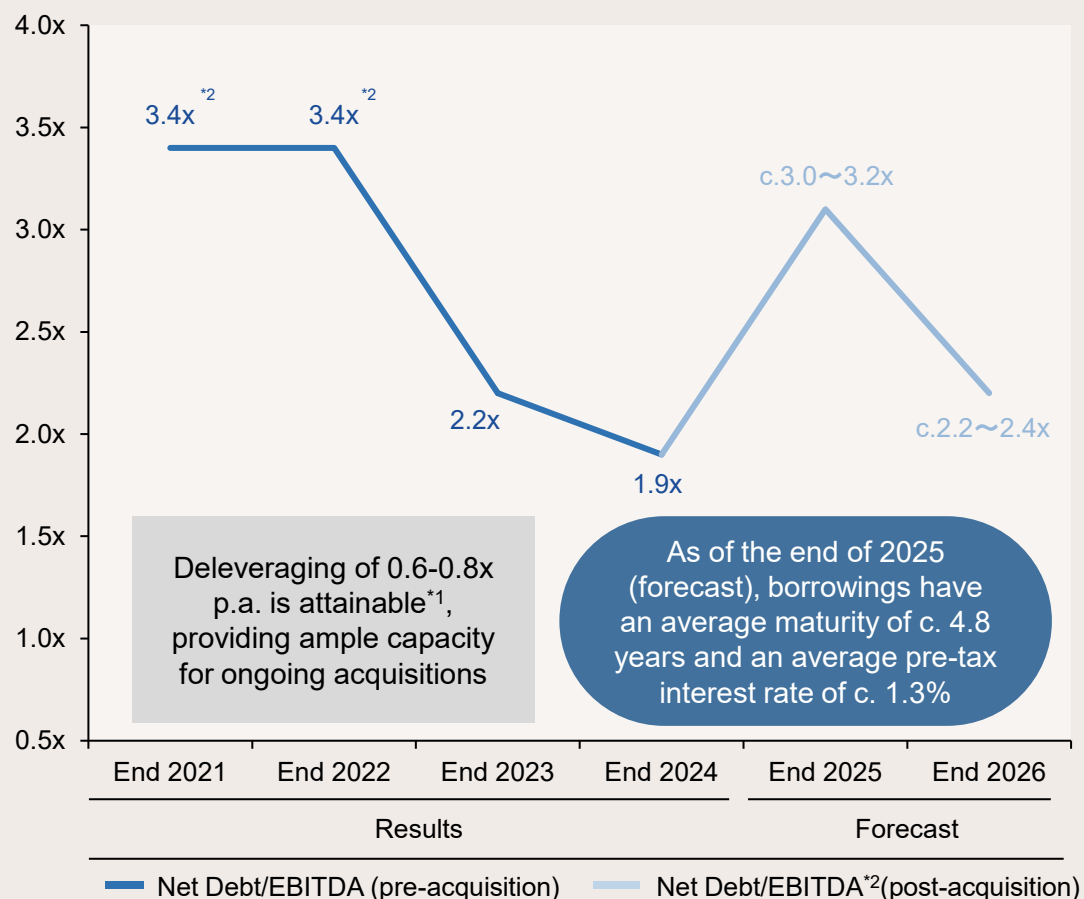
^{*1} Japan Group, automotive business in the Americas, automotive business in Asia, overseas marine business, Dunn-Edwards, automotive business in Europe, NIPSEA business (51% shareholding)

^{*2} Adjusted for hyperinflationary accounting, gain from sale of fixed assets at Shinagawa Office, AOC's PPA-related cost, etc.

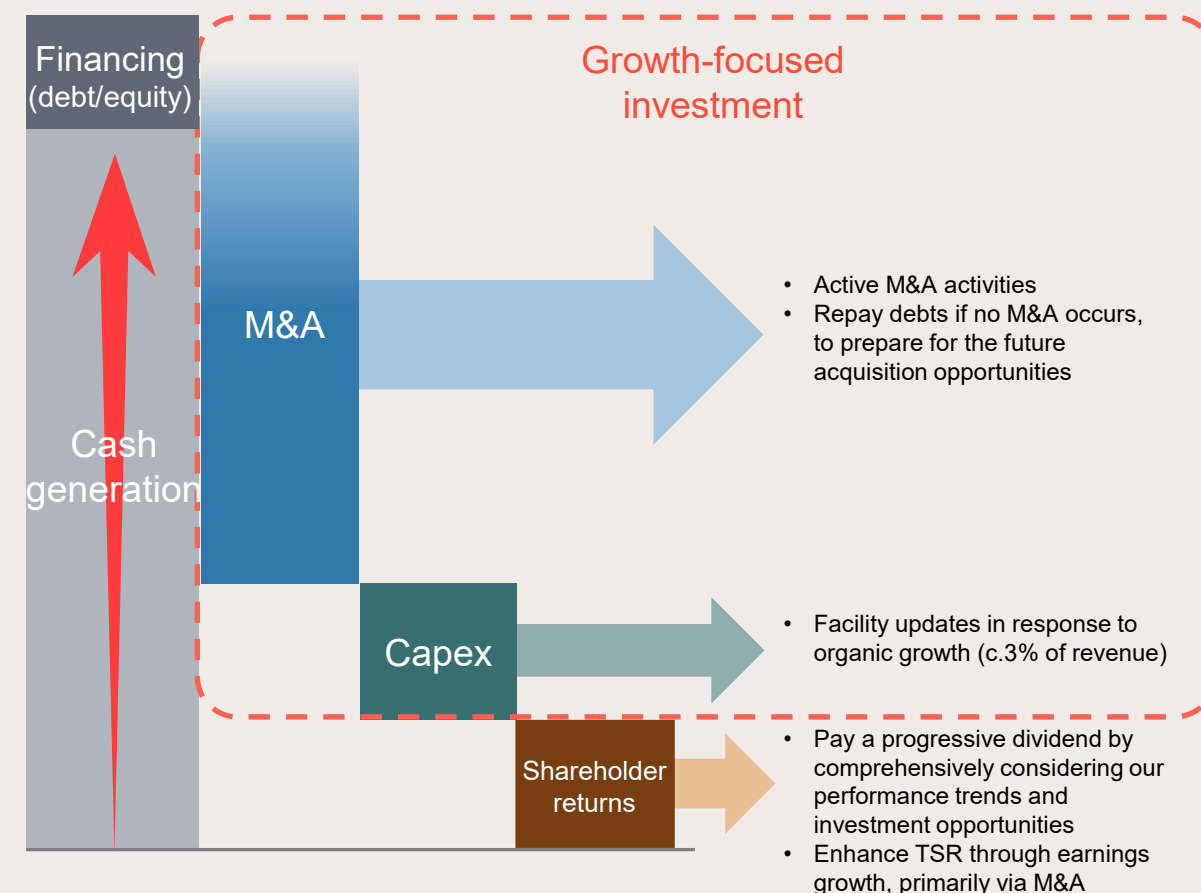
3. Our Approach to Capital Allocation

We actively pursue M&A investments that serve for MSV, with strict financial discipline

Pro-forma leverage



Cash allocation



3. Our Approach to Capital Allocation

All assets generate robust cash flow, which is primarily reinvested in growth through M&A

Cash conversion trend

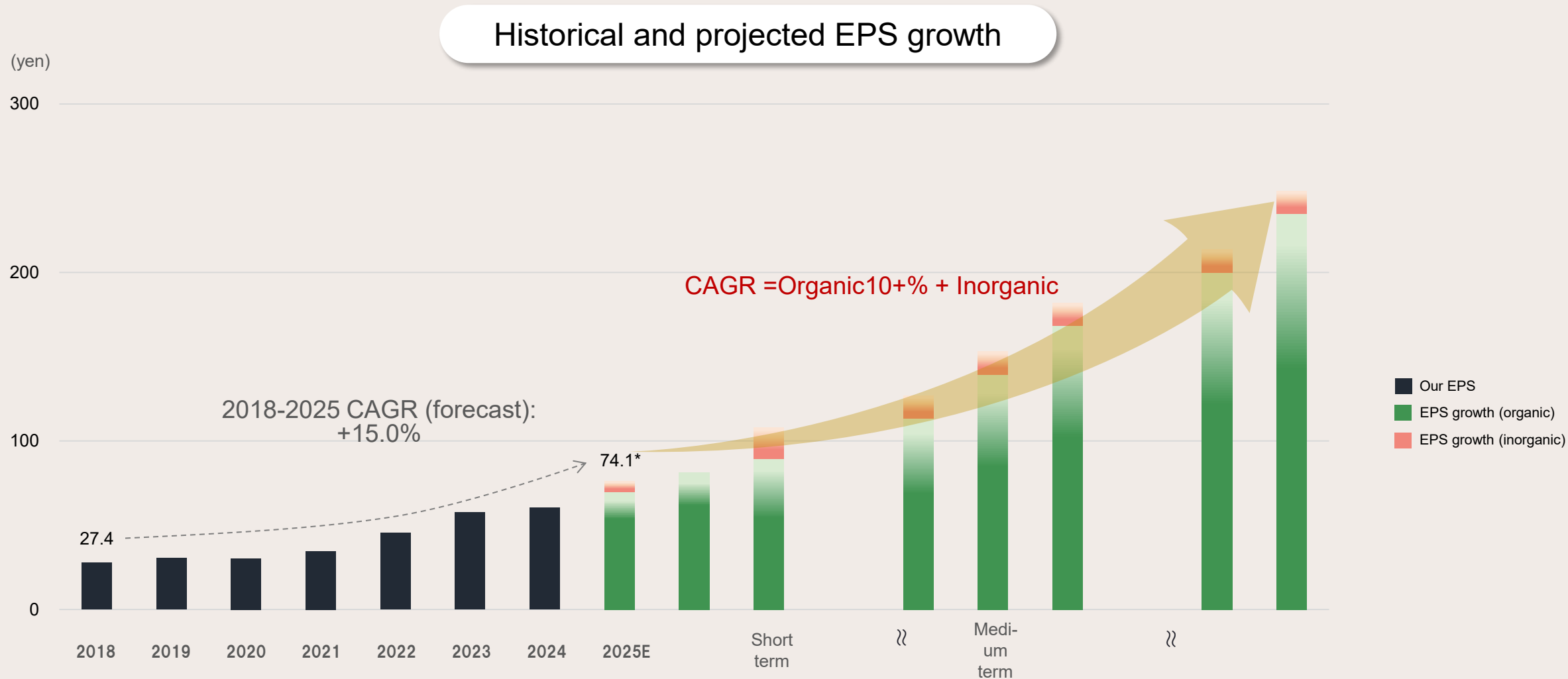
(EBITDA-CAPEX)/EBITDA

	2020	2021	2022	2023	2024
Consolidated basis	79.0%	69.3%	80.5%	83.7%	81.1%
Betek Boya (Türkiye)	82.8%	64.7%	88.5%	78.7%	86.9%
PT Nipsea (Indonesia)	-	88.7%	92.8%	96.9%	96.4%
DGL (Pacific)	80.0%	87.7%	85.2%	81.1%	89.1%
Cromology	-	-	80.9%	75.0%	75.7%
JUB	-	-	-	59.5%	60.5%
(For reference) AOC	-	-	-	-	93.7%

*EBITDA is calculated using adjusted operating profit. CAPEX excludes leases. Calculations for DGL (Pacific), Betek Boya, and JUB started from the second year, reflecting their mid-year acquisition. For DGL (Pacific): 2020-2023 figures are based on DuluxGroup consolidated results; 2022-2024 exclude Cromology and JUB from DuluxGroup consolidated results, while NPT Italy, MDP, and Craig&Rose are included under DGL (Pacific). For Betek Boya: EBITDA adjustments exclude the impact of hyperinflationary accounting, while CAPEX figures are not adjusted for hyperinflationary accounting.

3. Our Approach to Capital Allocation

Our reliable inorganic EPS compounding drives substantial upside in both EPS and PER



*Adjusted for hyperinflationary accounting, gain on sale of fixed assets at Shinagawa Office, AOC's PPA-related costs, etc.

4. Conclusion

Nippon Paint relentlessly pursues organic and inorganic growth by fully leveraging robust cash generation, a portfolio of safe and stable assets, low-cost Japanese yen financing, strong financial relationships, and market liquidity in Japan

Acquisitions are solely a means to pursue MSV, not an objective in of itself; we pursue every opportunity, without limiting geographic regions or business arena

Nippon Paint's pursuit of Maximization of Shareholder Value continues...

<Contact>

NIPPON PAINT HOLDINGS CO., LTD. Investor Relations

Email ir_kouhou@nipponpaint.jp

This document is intended to provide information to investors about Nippon Paint Holdings and the Nippon Paint Group and is not prepared and released to solicit investment or any similar act in Japan and other countries. The forward-looking statements including in this document including targets, plans, estimates, forecasts, projections for Nippon Paint Holdings and the Nippon Paint Group represent our judgments and beliefs at the time of preparation. Actual operating results, financial positions, and any other results of Nippon Paint Holdings and the Nippon Paint Group are subject to change due to risks and factors including economic conditions in Japan and other countries, business trends, competition with other companies, changes in laws and regulations, technological innovations and foreign exchange fluctuations. As a result, the actual results and performance, etc. of Nippon Paint Holdings and the Nippon Paint Group may differ significantly from the content presented herein the content inferred from the statements made herein.