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Nippon Paint Holdings Co., Ltd.

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## Notice of Personnel and Organizational Changes

Nippon Paint Holdings Co., Ltd. (Head Office: Chuo-ku, Tokyo; Chairman, President & CEO: Masaaki Tanaka) announces to make the following changes in the executive officer structure, corporate officer structure and organization effective January 1, 2021.

### 1. Executive Officers (as of January 1, 2021)

Name	New	Current
Masaaki Tanaka	Chairman of the Board Representative Executive Officer President & CEO <sup>1</sup> Audit, Supply Chain Planning ICT Strategy, Research & Development	Chairman of the Board Representative Executive Officer President & CEO Audit, Supply Chain Planning ICT Strategy, Research & Development
Yuichiro Wakatsuki	Senior Managing Executive Officer and CFO <sup>2</sup> Finance & Accounting Corporate Planning, Corporate Development Investor Relations, Public Relations	Senior Managing Executive Officer and CFO Finance & Accounting Corporate Planning, Corporate Development Investment Management Investor Relations, Public Relations
Yoshiaki Kuroda	Managing Executive Officer and CAO <sup>3</sup> Asia Business General Affairs, Human Resources ESG Promotion, Safety Environment Information System	Executive Officer Asia Business

<sup>1</sup> Chief Executive Officer

<sup>2</sup> Chief Financial Officer

<sup>3</sup> Chief Administrative Officer

Shoichi Mure	Managing Executive Officer President & COO <sup>4</sup> of Nippon Paint Automotive Coatings	Managing Executive Officer President of Nippon Paint Automotive Coatings
Masuo Kida	Managing Executive Officer President of Nippon Paint Advanced Product Development	Managing Executive Officer President of Nippon Paint Advanced Product Development
Takeshi Shiotani	Managing Executive Officer President of Nippon Paint Industrial Coatings	Managing Executive Officer President of Nippon Paint Industrial Coatings
Seiichiro Shirahata	Managing Executive Officer President of Nippon Paint Marine Coatings	Managing Executive Officer President of Nippon Paint Marine Coatings
Kohei Tsushima	Managing Executive Officer Overseas Business(Excluding Asia)	Managing Executive Officer Oceania Business
Satoshi Nishimura	Executive Officer President of Nippon Paint Surf Chemicals Division Director of Research & Development Advanced Product Development(Deputy)	Executive Officer President of Nippon Paint Surf Chemicals Division Director of Research & Development Advanced Product Development(Deputy)
Yuri Inoue	Executive Officer, General Counsel Legal	Executive Officer General Counsel Legal

## 2. Corporate Officers (as of January 1, 2021)

Name	New	Current
Wee Siew Kim	Deputy President and Executive Corporate Officer CEO, NIPSEA Management Company Pte., Ltd. [Singapore]	Deputy President and Executive Corporate Officer CEO, NIPSEA Management Company Pte., Ltd. [Singapore]
Takeshi Ohnishi	Corporate Officer General Manager, Corporate Planning	Corporate Officer General Manager, Investment Management
Yuko Demoto	Corporate Officer General Manager, Finance & Accounting	Corporate Officer General Manager, Finance & Accounting
Yukiko Endo	Corporate Officer General Manager, Human Resources	Corporate Officer General Manager, Human Resources
Nobuhiko Hanada	Corporate Officer General Manager, Audit	Corporate Officer General Manager, Audit

<sup>4</sup> Chief Operating Officer

Hidetsumu Okada	Corporate Officer General Manager, Supply Chain Planning	Corporate Officer General Manager, Supply Chain Planning
Kazuya Fujiwara	Corporate Officer General Manager, ESG Promotion	General Manager, ESG Promotion

### 3. Change of General Managers (as of January 1, 2021)

Name	New	Current
Kazuaki Masuda	General Manager Advanced Product Development	Manager Advanced Product Development
Shisei Yoh	General Manager, Asia Business	Headquarters, In charge of Asia

### 4. Organizational Changes (as of January 1, 2021)

The following four organizational changes will be implemented in order to reinforce the ability of Nippon Paint Holdings to perform the key roles of strategic planning for the entire Nippon Paint Holdings Group and oversight of the management of partner companies. These changes are expected to create synergies within the group and increase the speed of business activities and growth by using the strengths of spider web management.

- (1) Consolidate the Investment Management Department into the Corporate Planning Department in order to formulate and execute management strategies for the maximization of shareholder value from the standpoint of the overall optimization of operations
- (2) Establish the Asia Business Department to further increase collaboration with NIPSEA Group
- (3) Upgrade Advanced Product Development from the office to the department level to further accelerate and reinforce the development of products that contribute to solving social issues
- (4) Abolish the Procurement Department and transfer its operations to the current Nippe Trading Co., Ltd. to optimize the procurement of raw materials. Nippe Trading Co., Ltd. will be renamed Nippon Paint Materials Co., Ltd.

### 5. Retirement of Officers (as of December 31, 2020)

Name	New	Current
Yasuyuki Matsumoto	Retired	Managing Executive Officer and CAO General Affairs, Human Resources ESG Promotion, Safety Environment Procurement, Information System
Tetsuro Fujita	Deputy Chair and Executive Corporate Officer of Nippon Paint Automotive Coatings Europe Business, Americas Business, Asia Business [joint charge]	Managing Executive Officer Americas Business CEO, Nippon Paint (USA) Inc.[United States]

Atsushi Nagasaka	Executive Corporate Officer of Nippon Paint Automotive Coatings Division Director Corporate Sales Division II	Managing Executive Officer Europe Business
Hiroshi Hanaoka	Executive Corporate Officer of Nippon Paint Automotive Coatings CEO, Nippon Paint (Europe) Ltd. [Germany]	Executive Officer Europe Business CEO, Nippon Paint (Europe) Ltd.[Germany]
Shinichi Saito	President of Nippon Paint Materials	Corporate Officer General Manager, Procurement
Hiroshi Takenaka	Corporate Officer of Nippon Paint Automotive Coatings Division Director and General Manager Sales Management	Corporate Officer General Manager, Corporate Planning