



AkzoNobel

**Passion
for paint**

AkzoNobel
company
presentation
April 2020

**Setting the
standard in color
and protection**

since 1792

Think paint
is just paint?

AkzoNobel

THINK AGAIN

Thanks to our technical expertise and
comprehensive color know-how...

Buildings stand
the test of time

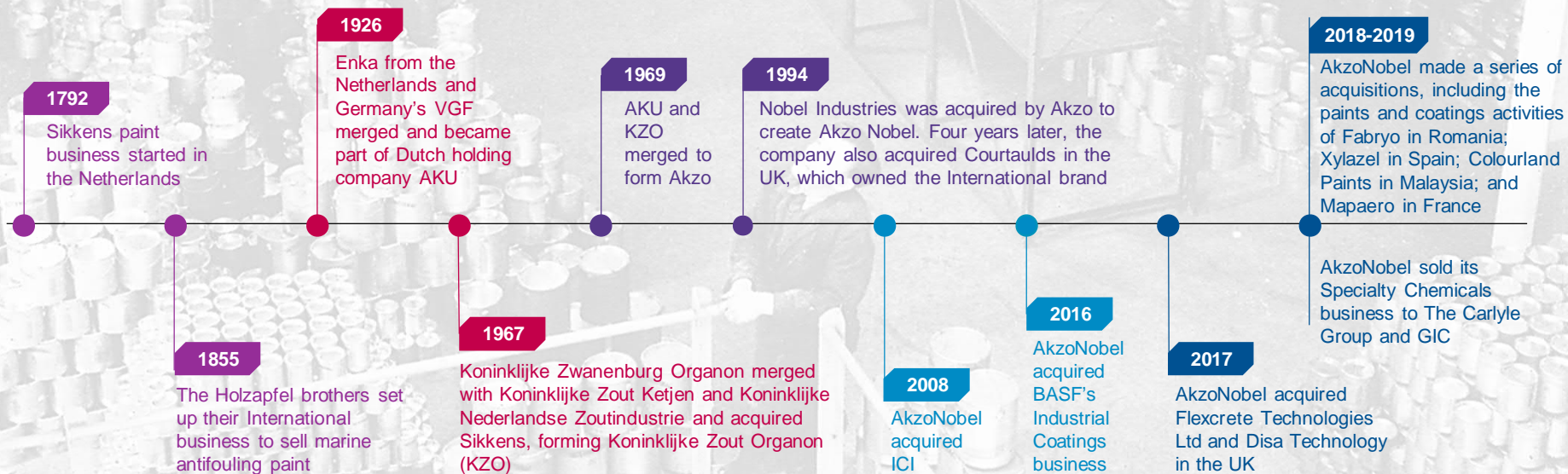
Your **devices**
stay on trend

The wheels of
industry keep
turning

Your living spaces
feel like home

And the
transport we
all use is more
sustainable

We're global experts in the proud craft of making paints and coatings, setting the standard in color and protection since 1792



A global paints and coatings company

AkzoNobel

2019 revenue
by destination:

North America
12%

Mature Europe
35%

Emerging Europe
10%

Asia Pacific
30%

South America
9%

Other regions
4%

2019 in numbers:

€9.28 bln revenue

€991 mln adjusted operating income

€841 mln operating income

€2.53 earnings per share

33,800 employees



World class portfolio of trusted brands



Our winning together: 15 by 20 strategy

2020 financial guidance (set in 2017):

15%*

Return on sales
(Adjusted operating income
as % of revenue)

Excluding unallocated corporate center costs; assumes no significant market disruption.

* Significant market disruption caused by COVID-19 forced us to pause key parts of our transformation and suspend our 2020 financial ambition.

>25%

Return on investment
(Adjusted operating income/
average invested capital in %)

Excluding unallocated corporate center costs and invested capital; assumes no significant market disruption.

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“Our strategy is about more than achieving a profitability target. It’s a mantra for creating a collaborative mindset and transforming ourselves into a global industry leader way beyond 2020”

THIERRY VANLANCKER, CEO

Our success factors will help us become the reference in our industry

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Precise processes

We have **speed and discipline** in execution

Powerful performance

We keep **focus and deliver** on our priorities

Passion for paint

We put **making and selling** at the heart of all we do

Proud people

We **own and celebrate** our shared success



Setting the standard in color and protection

Decorative Paints

Our business activities are reported in three regions:

- ↗ Europe, Middle East and Africa
- ↗ South America
- ↗ Asia

Key brands:



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2019 financial
performance:

€3.7 bln revenue

11.3 % ROS

13.4 % ROI

Performance Coatings

Our activities are organized into four main businesses:

Marine and Protective Coatings

- ↗ Marine Coatings
- ↗ Protective Coatings
- ↗ Yacht Coatings

Automotive and Specialty Coatings

- ↗ Vehicle Refinishes
- ↗ Aerospace Coatings
- ↗ Automotive OEM
- ↗ Consumer Electronics

Industrial Coatings

- ↗ Coil and packaging coatings
- ↗ Wood Coatings

Powder Coatings

Key brands:

 **International**

Interpon
POWDER COATINGS

AWLGRIP

 **Chemcraft**

LESONAL

RELEST

RESICOAT
Experts in Functional Powder Coatings

sikkens

Powder^{tech}

WANDA

 **ZWEIHORN**

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2019 financial performance:

€5.5 bln revenue

12.4 % ROS

20.7 % ROI

Global experts in color and protection

We're here to help customers:

- Make confident color choices
- Benefit from color consistency and state-of-the-art color matching technology
- Enjoy lasting color performance and protection
- Take advantage of timely delivery and a dependable application experience



We transform homes and interiors

Our extensive range of products includes:

↗ Decorative paints

- Interior and exterior wall paints and trim paints (lacquers)

↗ Woodcare and specialty products

- Lacquers and varnishes for wood protection and decoration
- Specialty coatings for metal, concrete and other critical building materials

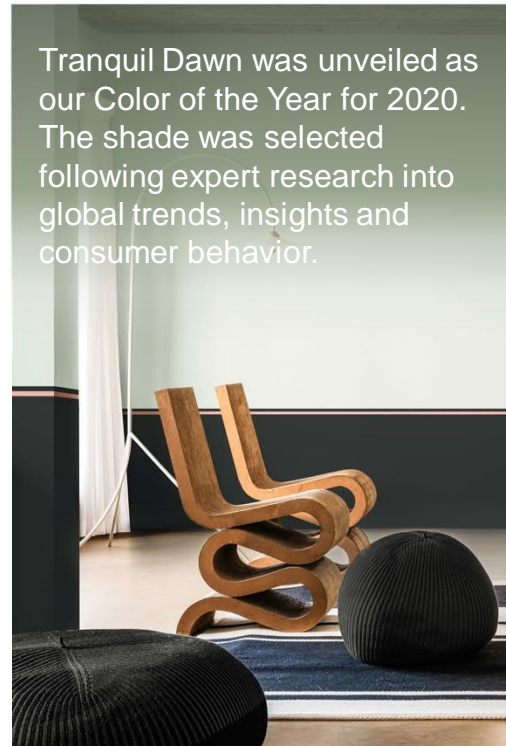
↗ Powder coatings

- Metal window frames, doors
- Metal furniture

↗ Pre-deco products

- Fillers, wall treatments, sealants and putties for consumers and professionals

Tranquil Dawn was unveiled as our Color of the Year for 2020. The shade was selected following expert research into global trends, insights and consumer behavior.



Dulux Evolve

One of our recent product launches saw us introduce Dulux Trade Evolve Matt in the UK – which is made from 35% recycled paint.

The revolutionary product is made from leftovers which would otherwise most likely be destined for landfill.

Once the unused white paint has been reclaimed, it's sorted, filtered and refined by our partner Veolia. It's then re-engineered with new AkzoNobel paint and tested extensively to make sure every tin meets our high standards.



We make buildings better

Our portfolio of market-leading products includes:

Industrial coatings

A complete range of coil and extrusion solutions for the metal construction industry, including residential, agricultural, and commercial applications

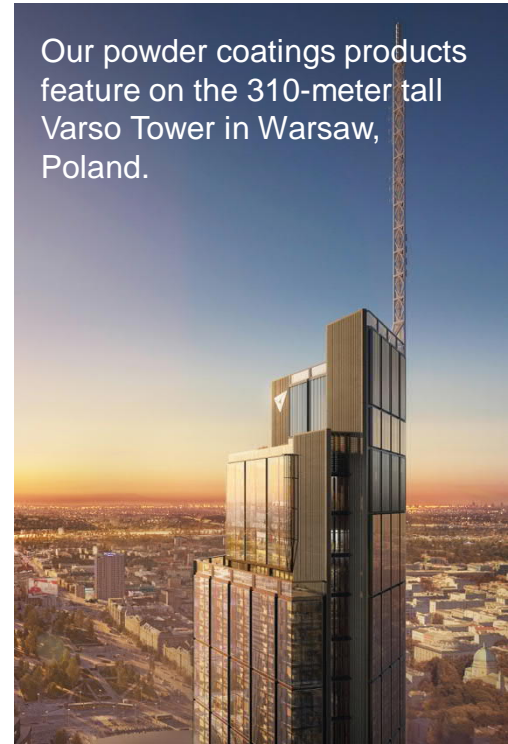
Powder coatings

We supply an extensive range of architectural powders designed to enhance the beauty and longevity of buildings, whatever the location or climate

Protective coatings

Our high performance coatings protect against corrosion and fire, helping buildings and infrastructure to retain their safety, impact and design credentials

Our powder coatings products feature on the 310-meter tall Varso Tower in Warsaw, Poland.



Hudson Yards, US

Big things are expected of New York's Hudson Yards. The huge complex is changing the city's iconic skyline and creating a blueprint for future urban living.

Not only did we supply coatings for two of the first towers to be completed (10 and 30 Hudson Yards), we're also supplying products for several buildings in various stages of completion.

Both our Interpon powder coatings and Trinar liquid products feature prominently, helping to deliver extreme levels of durability and sustainability.



We help keep the world on the move

Leading global suppliers of:

↗ Aerospace coatings

Major producer of coatings technology for the aviation industry

↗ Industrial coatings

Our finishes for pre-painted metal are used for many transportation applications

↗ Marine and yacht coatings

Supply high performance products for all vessel types – including antifouling, primers and tank coatings – and lead the worldwide yacht market

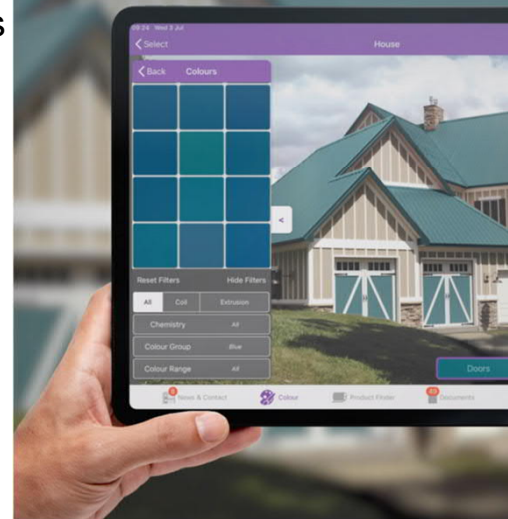
↗ Powder coatings

Innovative solutions for vehicle body work, automotive underbody and underhood components, and aluminum wheels

↗ Vehicle refinishes

Provide top quality coatings and services for collision repairers and commercial vehicle refinishers

Our recent digital color innovations include the Color Sensor and ColorFinder, which enable painters to find a precise color match in seconds.



Aerospace coatings

Aircraft maker Embraer used our coatings to create eye-catching artworks on five of its E190-E2 commercial jets. The stunning designs – featuring an eagle, a tiger, a shark, a snow leopard and a TechLion – were applied with products from our Alumigrip and Aerodur ranges. The work was carried out at Embraer's facility in São José dos Campos, Brazil, which houses a dedicated AkzoNobel color center.



We make the everyday more practical and beautiful

Our extensive range of products includes:

↗ Coil and packaging coatings

We supply the packaging industry with coatings for aerosols, food and general line cans, as well as coil coatings, which are used in construction and domestic appliances

↗ Powder coatings

Our powder technology is used on metal furniture, kitchen appliances and electronic devices

↗ Specialty coatings

We coat consumer electronics including mobile phones, computers and games systems

↗ Wood coatings

Our innovative wood finishes are used on cabinetry, furniture and flooring

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Pick up a can anywhere in the world and there's a 50% chance it uses our coatings.

intelliCURE by AkzoNobel

Our Industrial Coatings business has developed a new way of helping customers become more efficient.

The novel intelliCURE by AkzoNobel system involves bundling actual products, software and machinery into a single solution for manufacturers of glued wooden parts.

It's a flexible solution which helps customers to run their lines as efficiently as possible.

We keep the wheels of industry turning

Our wide range of specialist products includes:

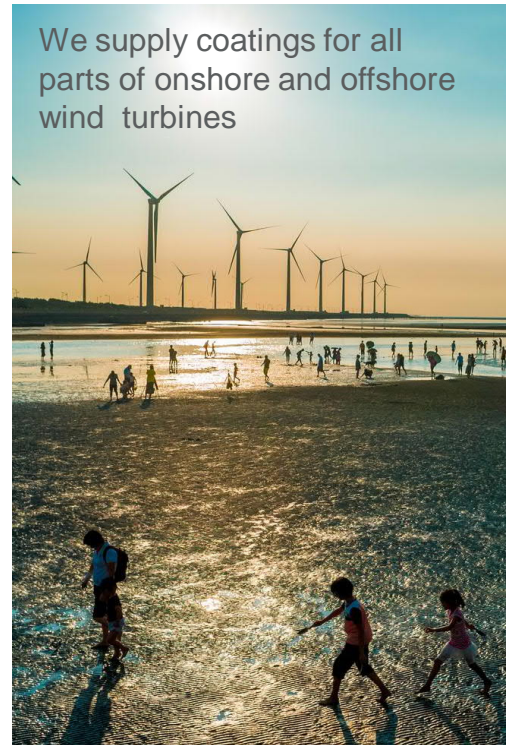
Protective coatings

We supply high performance products that offer chemical and corrosion resistance to help extend maintenance cycles, as well as market-leading passive fire protection. Typically used on oil and gas facilities and wind turbines

Powder coatings

A leading supplier of powder coatings for internal and external pipelines, solar panels and motor components

We supply coatings for all parts of onshore and offshore wind turbines



Chartek 7

Unrivalled track record for more than 20 years.

Provides exceptional protection for long duration pool and jet fires, as well as proven long-term corrosion resistance.

The most widely-certified epoxy intumescent in the world, it has protected more than six million square meters of steel globally.

Renowned for its reliability and durability in offshore environments.

MAKING A WORLD OF

DIFFERENCE

AkzoNobel

Many of the things you see, touch and use every day are protected and made more attractive by our paints and coatings. You'll also find us on some of the world's most iconic buildings and landmarks. In fact, our products, technology and expertise cover all seven continents.



London Eye
London, UK

Varso Tower
Warsaw, Poland

Flame Towers
Baku, Azerbaijan

Burj Al Arab
Dubai, United Arab Emirates

Gardens by the Bay
Singapore

Jin Mao Tower
Shanghai, China

Sydney Harbour Bridge
Sydney, Australia

Halley VI research base
Antarctica

Maracanã Stadium
Rio de Janeiro, Brazil

Brooklyn Bridge
New York, US

Nelson Mandela Bay Stadium
Port Elizabeth, South Africa

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GOING BEYOND INNOVATION

**After more than 200 years,
our drive to push the
boundaries of our industry
has never been stronger.**



Pushing boundaries

- Innovation is an invitation for us to go beyond – beyond conventional expectations, beyond the imagination of our customers and beyond generations – to play our role in safeguarding the planet
- Our paint overturns conventional expectations with surprising functionalities that help to color, protect and transform
- We develop game-changing digital innovations that offer convenient solutions for color matching, visualization and prediction
- The future demands more sustainable solutions and a circular economic value chain. We'll get there through collaboration. That's why we're leading the transformation of the paints and coatings industry with our collaborative innovation ecosystem, Paint the Future

5 technology centers

70 laboratories

3,000 scientists

3,100 patents

RIJKS MUSEUM
OPERATION
NIGHT WATCH
MAIN PARTNER

AkzoNobel



People. Planet. Paint.

AkzoNobel

Our down-to-earth approach to sustainability will help us deliver tangible benefits for our customers, society, the environment and our business.



People.

AkzoNobel

How we treat our people, our suppliers and inspire and empower the communities around us. Our principles and approach to human rights and how we aim to be a more inclusive and diverse AkzoNobel.

An aerial photograph showing a rooftop garden with rows of green plants in black pots. A worker in a red shirt and yellow hard hat is tending to the plants. To the right, a large array of solar panels is installed on the roof. The AkzoNobel logo is in the top right corner.

Planet.

AkzoNobel

How we protect the environment and preserve our planet, for example by reducing carbon emissions by 50% and becoming a zero waste company by 2030.



Paint.

AkzoNobel

How we consistently innovate to give customers the most sustainable paints and coatings portfolio in the industry. One that brings tangible benefits and delivers positive social and environmental impact.

The background of the slide is a photograph of several offshore wind turbines in a row, receding into the distance over a blue sea under a clear sky. The turbines are white with yellow bases. A large, semi-transparent blue rectangle is overlaid on the left side of the image, containing white text.

People. Planet. Paint.

AkzoNobel

22% of 2019 revenue from
eco-premium solutions with
customer benefits

Another 20% of revenue was from
products classed as eco-performers,
putting the total revenue from solutions
with sustainable benefits at 42%.

THE UNEXPECTED POWER OF PAINT

Paint has the power to improve people's lives. Through the societal programs we run under the AkzoNobel Cares banner, we work closely with partners around the world to help transform communities and have a positive impact on society.

From 2015 to 2019:

↗ **40 million** people positively impacted

↗ **30,000** individuals trained

↗ **900** projects



PEOPLE POWER

We're proud to have been recognized as a Top Employer in Brazil (forth year), China (sixth year), France, the Netherlands, Poland, Sweden, the UK (seventh year) and the US.

We continue to develop an increasingly engaged, diverse and capable workforce focused on winning together.

As a company, we apply the highest health and safety standards – in our own operations and for suppliers – as well as influencing our supply chain to respect human rights.

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Recent acquisitions



Flexcrete Technologies

Manufacturer of industry-leading technical mortars and high performance coatings for the protection and repair of concrete substrates.

Announced July 2017



V.Powdertech

Suppliers of a range of powder coatings products for domestic appliances, furniture and general industrial applications.

Announced November 2017



Fabryo

A market leader for decorative paints in Romania. Supplies and distributes paints, adhesives and mortars, including Savana, the number one decorative paints brand among Romanian consumers.

Announced June 2018



Xylazel

Has a heritage of more than 40 years on the Spanish deco market and a leading position in DIY, professional and the industrial sectors of wood protection.

Announced September 2018



Colourland Paints/AkzoNobel Swire Paints

Acquiring Colourland in Malaysia and the minority interest share to obtain full ownership of the AkzoNobel Swire Paints joint venture in China help ed to increase our footprint in Asia.

Announced November/December 2018



Mapaero

Strengthens our global position in aerospace coatings, notably in the structural and cabin coating sub-segments, and enables us to offer customers a much wider portfolio of innovative and sustainable solutions.

Announced November 2019

Recent developments



Launched in 2019, our Paint the Future ecosystem is gathering pace. Following a successful startup challenge, we kicked off our supplier innovation program and also launched a regional startup challenge in Brazil.

Announced January 2019



Teamed up with the Rijksmuseum in Amsterdam to carry out one of the most innovative conservation projects in the history of art. As part of Operation Night Watch, we're providing our color expertise to help conserve Rembrandt's famous masterpiece.

Announced June 2019



Broke ground at our US wood coatings site in High Point, North Carolina, to kickstart a €50 million investment. The extensive upgrade will include installing state-of-the-art production technology, a new raw materials warehouse, research lab and technical application center.

Announced June 2019

Experts in the proud
craft of making
paints and coatings

Thank you