At AkzoNobel we create everyday essentials to make people’s lives more liveable and inspiring.

We have a long and distinguished history, dating back to 1646. We are extremely proud of our 400 years of technical and product innovation, which owes much to the legacy of Alfred Nobel, one of our founding fathers.

\[
\begin{align*}
\text{€14.2 billion revenue} & \\
\text{€1.5 billion EBIT} & \\
\text{€3.87 earnings per share} & \\
\text{80+ countries} & \\
\text{46,000 employees} & \\
\end{align*}
\]

We believe we can only grow our business as fast as we grow our people. All of our business decisions take into account the best interests of all our stakeholders, including our employees.

**Growth since 2012**

- Return on sales* (ROS) up from 5.9% to 10.6%
- Return on investment* (ROI) up from 8.2% to 15.0%
- EBITDA excluding restructuring up from 12.1% to 15.3%

* ROS% = EBIT/Revenue. Moving average ROI (in %) = 12 months EBIT/12 months average invested capital

**Decorative Paints**

We supply a large variety of quality products for every situation and surface, including paints, lacquers and varnishes. We also offer a range of mixing machines, colour concepts and training courses for the building and renovation industry, while our specialty coatings for metal, wood and other critical building materials lead the market.

Key figures:
- €3.8 billion revenue
- €357 million EBIT

Top brands:
- Coral
- Dulux
- Flexa
- RulGrip
- Interpon
- Sadolin
- Sikkens

**Performance Coatings**

Our high quality products are used by customers across the world to protect and enhance everything from ships, cars, aircraft, yachts and architectural components (structural steel, building products, flooring) to consumer goods (mobile devices, appliances, beverage cans, furniture) and oil and gas facilities.

Key figures:
- €5.7 billion revenue
- €759 million EBIT

Top brands:
- X International
- Interpon
- Sikkens
- Colloidal Silica

**Specialty Chemicals**

As a major producer of specialty chemicals with leadership positions in markets such as surfactants, polymer chemistry, pulp processing and chlor-alkali, we make sure that industries worldwide are supplied with high quality ingredients and process aids for the manufacture of life’s essentials.

Key figures:
- €4.8 billion revenue
- €629 million EBIT

Top brands:
- Eka
- Expancel
- Kromasil
Sustainability
Our ongoing commitment to sustainability is recognized by leading sustainability indexes and rating agencies such as the Dow Jones Sustainability Index and the Carbon Disclosure Project. We aim to make shipping more sustainable by reducing fuel consumption, cutting emissions and lowering costs for our customers.

Sustainability targets (2020):
- 20% eco-premium solutions
  > We reached 20% in 2016
- 25%-30% less carbon emissions
  > We reduced emissions by 6% in 2016

Monitor our Resource Efficiency Index (gross margin divided by carbon emissions across the value chain)
> Our REI was broadly flat at 112 in 2016

Innovation
Our strategic ambition is to deliver a world class innovation and product portfolio across all our markets. Our 4,000 scientists around the world work closely with customers to develop sustainable solutions for the challenges people face every day.

Key 2016 figures:
- €1.83 billion spent on R&D in the last five years
- 130 Laboratories
- 20% of innovations will provide distinct sustainability benefits
- More than 10,000 patents
- Around 100 new patent applications filed each year

Societal impact
Finding balance between business and societal goals is an important part of running a successful and sustainable business. Our Human Cities initiative commits to improve, energize and regenerate urban communities across the world.

Key 2016 figures:
- More than 300 projects
- 7,200 volunteers
- Around €3.7 million spent (excluding partnerships)
- More than 9 million people benefited

Employee engagement
AkzoNobel is recognized as a top employer in the Netherlands, UK, France, Sweden, Brazil and China

Employee engagement up 17% over the last six years (measured by Gallup)

Our end-user segments

Buildings and Infrastructure
We are active in three sub-segments:
- New build projects
- Maintenance, renovation and repair
- Building products and components
- 44% of revenue

Transportation
We are active in three sub-segments:
- Automotive repair
- Automotive OEM, parts and assembly
- Marine and air transport
- 17% of revenue

Consumer Goods
We are active in two sub-segments:
- Consumer durables
- Consumer packaged goods
- 18% of revenue

Industrial
We are active in two sub-segments:
- Natural resource and energy industries
- Process Industries
- 21% of revenue

www.akzonobel.com