Agenda

UPDATE 2020

- Introduction
- Executive summary
- Market dynamics
- Winning together: 15 by 20

BEYOND 2020

- Beyond 2020
- Grow
- Deliver
- PEOPLE. PLANET. PAINT.
Speakers

Thierry Vanlancker  
CEO

Maarten de Vries  
CFO

Ruud Joosten  
Chief Operating Officer

David Prinselaar  
Chief Supply Chain Officer
Executive summary
Thierry Vanlancker
A focused paints and coatings company

AkzoNobel

€9.3bn revenue
€1.2bn EBITDA
€1bn EBIT
12.0% ROS
17.2% ROI
33,800 employees

Revenue by destination

North America 12%
Mature Europe 35%
Emerging Europe 10%
Asia Pacific 30%
South America 9%
Other regions 4%

All figures are based on year-end 2019. ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
ROI = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital)
## Delivering on promises made in 2017

<table>
<thead>
<tr>
<th>Promise</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating two focused businesses as a logical next step</td>
<td>Dual-track separation process completed</td>
</tr>
<tr>
<td>Accelerating growth momentum and enhanced profitability</td>
<td>Revenue growth ambition reduced</td>
</tr>
<tr>
<td></td>
<td>ROS increased from 10.6% to 12.0%</td>
</tr>
<tr>
<td>Clear separation of Specialty Chemicals within 12 months</td>
<td>€10.1bn private sale in &lt;12 months</td>
</tr>
<tr>
<td>Increasing returns to shareholders</td>
<td>€6.5bn proceeds returned before end 2019</td>
</tr>
<tr>
<td>Committed to investing in sustainability, innovation and society</td>
<td>Paint the Future launched and expanding</td>
</tr>
<tr>
<td>Best placed to unlock value ourselves</td>
<td>Share price increased 52% and TSR 82%</td>
</tr>
</tbody>
</table>

ROS full-year 2018 and 2019. ROS = adjusted operating income as percentage of revenue (excluding unallocated cost); Share price and total shareholder return (TSR) January 2017 - December 2019

Investor update | 2020 and beyond
Winning together: 15 by 20

- Passion for paint
- Precise processes
- Powerful performance
- Proud people
Performance improvement accelerated during H2 2019

Return on sales (ROS), full-year

%  Unallocated cost

- FY 2017: 10.6%
- FY 2018: 10.6%
- FY 2019: 12.0%
- FY 2020 Ambition: 15.5%

Return on sales (ROS), second half-year

%  Unallocated cost

- H2 2017: 9.2%
- H2 2018: 10.6%
- H2 2019: 12.5%
- FY 2020 Ambition: 15.5%

ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
Assumes no significant market disruption
Significant share price increase and total shareholder return delivered since 2017

Share price €59.7

Source: Bloomberg

*Special dividend (€4.00) + capital repayment (€8.78) + special dividend (€4.50)
Performance gap versus top peers narrowed, with further room to improve

ROS = adjusted operating income as percentage of revenue (including unallocated cost)
Source: Company data, internal estimates
Strategy beyond 2020 balances growth and profitability improvement...

GROW & DELIVER
Market dynamics
Ruud Joosten
Paints and coatings protect assets and inspire people’s everyday lives
Attractive €125bn industry with multiple opportunities for growth

Global paints and coatings by market sector
~€125 billion, 2018

- Decorative paints
- Powder coatings
- Protective coatings
- Wood finishes
- Vehicle refinish
- Specialty/plastics
- Marine coatings
- Coil coatings
- Packaging coatings
- Automotive OEM (metal)
- General Industrial/Other

Peer revenue comparison
€ billion, 2018

Top players
~50% of the market

Source: Orr&Boss, Chem Research, internal estimates
Strong global portfolio of businesses with leading positions in most segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Market size ~€bn, 2018*</th>
<th>Position by revenue</th>
<th>Market growth 2017-2020</th>
<th>Current market dynamics</th>
</tr>
</thead>
</table>
| Decorative Paints (ex. North America) | 35                       | 1                   | 1-2%                    | ➤ Consolidation in fragmented market  
➤ Asia continues to outgrow more developed markets                                        |
| Marine and Protective Coatings | 12                       | 1                   | 0-1%                    | ➤ Investments in oil and gas upstream  
➤ Demand growing in LNG  
➤ Marine demand stabilized at lower level                                                   |
| Powder Coatings               | 8                        | 1                   | 2-3%                    | ➤ Demand for more sustainable solutions  
➤ Continued growth in architectural use  
➤ New applications                                                                       |
| Industrial Coatings           | 14                       | 2                   | 0-1%                    | ➤ Strong demand for beverage packaging  
➤ Geographic shifts in demand for wood coatings                                            |
| Automotive and Specialty Coatings | 11                       | 2/3                 | 1-2%                    | ➤ Downturn in automotive industry  
➤ Aircraft order backlog drives demand for aerospace coatings                                |

*Excluding ~€40 bn in regions/segments where AkzoNobel is not present
Source: Orr&Boss, Chem Research, internal estimates
Business portfolio managed according to clear strategic mandates

<table>
<thead>
<tr>
<th>Strategic mandates</th>
<th>Actions</th>
<th>Performance cells 2017 view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow</td>
<td>Invest to grow market share and/or profit</td>
<td>---</td>
</tr>
<tr>
<td>Maintain</td>
<td>Maintain current investment level for ROS improvement and maintaining market share</td>
<td></td>
</tr>
<tr>
<td>Harvest</td>
<td>Improve ROS, ROI and cash with reduced resources</td>
<td></td>
</tr>
<tr>
<td>Change the game</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ROS = adjusted operating income as percentage of revenue

Average ROS:
- Grow: 10.4%
- Maintain: 10.6%
Decorative Paints EMEA
Combining leading positions with strong brands and distribution

Largest player in fragmented market

- AkzoNobel: 60% #1 positions
- Peer 1: 20% #2 positions
- Peer 2
- Peer 3
- Others

€2.2bn revenue
2x relative market share
#1 in Africa

Strong foundation to grow revenue and profit:
- Stable volume share
- Expanded store network in UK
- Progress in France
- Successful operating model

Leveraging strong brands:
- Bruguer
- Nordsjö
- Marshall
- Vivechrom
- Flexa
- Levis

Source: Orr&Boss, internal estimates
Decorative Paints
Successful bolt-on acquisitions

Focus on strategically aligned and value generating acquisitions:

- Strengthen market position
- Increase relative market share
- Expand distribution
- Leverage synergies
- Support footprint optimization
- New technologies

Further opportunities for consolidation...

Source: Internal estimates
Marine and Protective Coatings
Recovered to double-digit ROS in tough market

Profitability back in double-digits

- Focus on value over volume
- Right-sized cost structure
- Effective portfolio management

ROS

H2 2017

H2 2019

+600bps

Industry headwinds persisted in marine and oil and gas industries

Marine

- Pockets of growth: LNG
- Solution based product technology and service innovation
- Big data analytics and digital automation

Protective

- Global market leader with strong position in oil and gas
- Robust pipeline of opportunities
- Technology as key success lever

€1.3bn revenue

#1 position

*Compensated gross tonnage
Source: Clarkson Research, company data, internal estimates
Industrial Coatings
Turnaround with focus on value over volume and cost savings

€1.7bn revenue
#1 packaging (inside the can)
#2 coil
#2 wood

Deliberate focus on value over volume
- Raw material pricing inflation recovery
- Margin management
- Tail slicing discipline
- Shift in positioning

Case study: Coil in Europe
- Exited non-profitable business
- Strategic long-term contracts to secure future with top customers
- SKU rationalization to capture business integration synergies
- Footprint optimization: closed one factory and invested in two others

Investing in our assets:
€50m upgrade for wood coatings in the US

Source: Orr&Boss, internal estimates

State-of-the-art production technology
- New raw materials warehouse
- Research lab and technical application center
Winning together: 15 by 20
Maarten de Vries
Winning together: 15 by 20 strategy continues to deliver results

Sales force effectiveness
Margin management
Innovation excellence

- 10% cumulative price increases (2017-2019)
- Moving towards ongoing margin management
- Paint the Future creating an innovation ecosystem

Global Business Services
Integrated Business Planning
ERP and systems platform

- All 5 GBS hubs operational; 38 transitions completed in 2019
- 16 ERP integrations realized out of 18 planned for 2019

ALPS continuous improvement
Fit-for-purpose organization
Procurement excellence

- Continuous improvement continues to offset fixed cost inflation
- Delivered €80m out of €200m savings for 2019 and 2020

High-performance culture
Career and capability development
Core principles

- Executive organizational health in 2nd quartile
- Recognized as Top Employer in key countries
Transformation delivering towards previously announced cost savings

- Sales force effectiveness
- Margin management
- Innovation excellence
- Fit-for-purpose organization
- Procurement excellence
- High-performance culture
- Career and capability development
- Core principles

Cost savings (€m)

- Achieved cost savings
- Carryover cost savings

Phase 1: €110m  Next step: €200m

Total €220m

2018
- Q1: 10
- Q2: 25
- Q3: 35
- Q4: 40

2019
- Q1: 38
- Q2: 33
- Q3: 43
- Q4: 19

2020
- Q1: 10

Transformation delivering towards previously announced cost savings

Global Business Services
- Integrated Business Planning
- ERP and systems platform

ALPS continuous improvement
Good progress and sustained focus on transformation plans

Sales force effectiveness
Margin management
Innovation excellence

Global Business Services
Integrated Business Planning
ERP and systems platform

ALPS continuous improvement
Fit-for-purpose organization
Procurement excellence

High performance culture
Career and capability development
Core principles

2017 2018 2019 2020

Initiate Implement Complete Significant € contribution to 2020
### Several key initiatives contribute to 2020

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Significant € contribution to 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales force effectiveness</td>
<td>• Moving towards margin management</td>
</tr>
<tr>
<td>Margin management</td>
<td>• 1-2% annual pricing discipline</td>
</tr>
<tr>
<td>Innovation excellence</td>
<td></td>
</tr>
<tr>
<td>Global Business Services</td>
<td>• Additional 36 GBS transitions in progress</td>
</tr>
<tr>
<td>Integrated Business Planning</td>
<td>• 4 ERP integrations planned for 2020</td>
</tr>
<tr>
<td>ERP and systems platform</td>
<td>(65% of revenue in 1 ERP by end 2020)</td>
</tr>
<tr>
<td>ALPS continuous improvement</td>
<td>• Selective Supply Chain footprint optimization</td>
</tr>
<tr>
<td>Fit-for-purpose organization</td>
<td>• Transformation of support functions continues</td>
</tr>
<tr>
<td>Procurement excellence</td>
<td></td>
</tr>
<tr>
<td>High performance culture</td>
<td></td>
</tr>
<tr>
<td>Career and capability development</td>
<td></td>
</tr>
<tr>
<td>Core principles</td>
<td></td>
</tr>
</tbody>
</table>

**Core principles**

- Significant € contribution to 2020
Momentum to deliver higher ROS in 2020

Margin management and cost savings drive profitability improvement

Return on sales (ROS)

ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
Assumes no significant market disruption

H2 2017 9.2
H2 2018 10.6
H2 2019 12.5

FY 2020 Ambition

- Margin management 1-2%
- Continuous improvement
- Remaining cost savings €120m
- Fixed cost inflation

H2 2019 ROS = 15.5%
H2 2018 ROS = 14.5%
H2 2017 ROS = 12.5%

Momentum to deliver improved ROI in 2020 AkzoNobel despite lower growth assumptions and impact of IFRS 16

Return on investment (ROI)

ROI = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital). Assumes no significant market disruption.

2017: 18.0%
2018: 16.6%
2019: 17.2%

17.8% (Excluding impact of IFRS 16)
>20%

ROI also impacted by:
- Lower revenue growth
- Recent acquisitions

Investor update | 2020 and beyond | 27
Delivered promised shareholder returns
Moving towards target leverage 1-2x net debt/EBITDA

Net Leverage 1.7x
1,000

Net Leverage (5.6x)
1,951

Net Leverage 0.7x
-7,812

Net Leverage 1.0x – 2.0x
-5,861

-521

500

642

5,500

802

Cash returned to shareholders

Total pension contributions

Net cash flow (incl. impact of IFRS16)

Net debt end 2017

Net debt end 2018

Net debt end 2019

Net debt end 2020

Special dividend 2017

Net cash generation and proceeds from specialty chemicals

December 2017

Completed in December 2019

Net Leverage

Net Cash

December 2017

*Mainly UK pension contributions (€481m top-up and €161m payment into escrow)
Winning together: 15 by 20

- Passion for paint
- Precise processes
- Powerful performance
- Proud people
Beyond 2020
Thierry Vanlancker
Strategy beyond 2020 balances growth and profitability improvement...
Key levers to grow and deliver profitability improvement 2021-2023

**GROWTH**
- Portfolio management
- Market segment growth
- Sustainable (open) innovation

**PROFIT**
- Integrated Supply Chain
- Value engineering
- ERP and application integration
- End-to-end processes
- Attractive capital allocation
Rigorous portfolio management
Creating a high-performance culture

Sales to 3rd parties, €m

2017

ROS 10.6%

2019

ROS 12.0%

---
Average ROS  Grow  Maintain  Harvest  Change the game

ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
Market segment growth and sustainable innovation
Ruud Joosten
Attractive growth opportunities exist across geographies and industries.

Source: internal estimates
Decorative Paints in China
Highly profitable with strong growth drivers

~€5bn market

#1 in premium segment
Leader in sustainability
Recognized “Superbrand”

Strong platform in place
- Renewed management team
- Cleaned-up product portfolio
- Acquired minority shareholding
- Growing premium Dulux brand
- Highly profitable business

Positioned for future growth
- Drive product penetration and partnerships for premium
- Disciplined pricing and promotion mechanisms
- Optimize channels and retail standards
- Upgrade distributor network

ROS
+350bps

H2 2017  H2 2019

Source: Orr&Boss, internal estimates
Decorative Paints
Leverage global scale to drive growth and efficiency

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Color of the Year</td>
<td>EasyCare</td>
</tr>
<tr>
<td>All countries</td>
<td>31 countries</td>
</tr>
<tr>
<td>TV campaigns</td>
<td>Rezisto</td>
</tr>
<tr>
<td>25 countries</td>
<td>13 countries</td>
</tr>
<tr>
<td></td>
<td>Color Sensor</td>
</tr>
<tr>
<td></td>
<td>18 countries</td>
</tr>
<tr>
<td></td>
<td>Wet tester</td>
</tr>
<tr>
<td></td>
<td>22 countries</td>
</tr>
</tbody>
</table>

€3.7bn revenue

ROS
+300bps

H2 2017
H2 2019
Powder Coatings
Clear global #1 - fastest growing and high performing

Multiple sources of growth..

New applications
Wood and plastic

Increased capacity
China and India

Market share growth focus
North America and Asia

Sustainability advantages
Zero VOCs, no waste and easy application

Product launches..

Interpon 610 Low E
Reduced energy consumption

Interpon D X-Pro
Improved scratch resistance

Interpon Redox
Enhanced corrosion protection

Other
48 new colors and effects

~€8bn market
€1.2bn revenue
2x relative market share

Source: Orr&Boss, internal estimates
Packaging Coatings
Well placed to capture share in a growing market segment

Shift from plastic
New categories
Brand differentiation
Leading technology

Market expected to continue to grow..

Source: Global Data, internal estimates
Aerospace Coatings
Leading position with strong growth dynamics

#1 in exterior coatings
50:50 new:maintenance

Serve 8/10 world’s top airlines

- Leading position with basecoat/clearcoat technology
- Sustainable solutions (e.g. chrome-free technology)
- Strong key account management
- Key customers: Boeing, Airbus, Bombardier, Embraer and Gulfstream

Commercial aircraft deliveries (forecast)

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,308</td>
<td>2,650</td>
<td>2,638</td>
<td>2,557</td>
</tr>
</tbody>
</table>

Source: Aviation Week, internal estimates
Yacht Coatings
Attractive, growing niche segment; leading brands and technology

#1 position
€400m market
3% growth CAGR

Only player with global presence:

慎重

Present in all segments:
- Recreational boating (distribution)
- Superyacht (OEM and distribution)

慎重

Complete offering:
- Below water (primers, anti-fouling)
- Above water (undercoats, non-skid deck coatings)
- Interiors (finishes, tanks/wet areas)

慎重

Strong key account management and technical support

慎重

Broadest technology innovation (Awlgrip HDT, sprayable fillers, biocide-free)

New-build expected to remain stable at 2019 numbers, with growth driven by refits

Source: Superyacht Group, internal estimates
Innovation
Solutions beyond generations for our customers worldwide

- €1.25 billion spent on R&D in the last five years
- ~3,000 scientists worldwide
- 2,900+ patents

Priority patent applications filed

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Innovation drivers

- Productivity
- Asset protection
- Surface enhancement
- Environmental protection
Creating an innovation ecosystem
Collaborative open innovation transforming the industry

Paint the Future startup challenge
Spring 2019

Innovation acceleration with suppliers
November 2019

Regional startup acceleration
Brazil
Spring 2020

Collaborative innovation ecosystem
Integrated Supply Chain and value engineering
David Prinselaar
Integrated Supply Chain
Reinventing our supply chain to become strategic and customer-driven

2023 ambitions

- **Safety**: Remain top quartile
- **Capital**: Reduced inventory
- **Service**: Become top quartile
- **People**: Become top quartile (OHI)
- **Cost**: 4% annual cost productivity

<table>
<thead>
<tr>
<th>People</th>
<th>Sites</th>
<th>Warehouses</th>
<th>CapEx/year</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,500</td>
<td>125</td>
<td>365</td>
<td>~€250m</td>
<td>€1.5bn</td>
</tr>
</tbody>
</table>
Integrated Supply Chain
Reinventing our supply chain to become strategic and customer-driven

2017-2019
Functional to integrated
- Organizational transformation
- ALPS implementation
- Integrated Business Planning

2020 and beyond
Reinventing supply chain
- End-to-end customer service
- Asset network based on supply chain archetypes
- Expand ALPS

People, team and capabilities
Operational excellence
End-to-end customer service
Asset network
Integrated Supply Chain
ALPS continuous improvement drives operational excellence

ALPS continues to offset inflation
(Implementation level 2020 to 2023 in %)

2023

Regional
100%
Local 35%
PLAN

Industry best
100%
MAKE

100%
35%
DELIVER

ALPS delivering results
Manufacturing cost productivity (%)

Waste (kg/t)

2017 2018 2019 2023

10 15 20 25

2018 2019

35%
12
9
6
3
0
Integrated Supply Chain
Streamlined manufacturing footprint; consolidated warehouse network

From…
- Broad manufacturing and warehouse footprint with strategy driven by business units only
- Sub-optimal product allocation and low efficiency
- Upstream product differentiation

To…
- Streamlined manufacturing footprint driven by supply chain archetypes
- Consolidated warehouse network
- Late differentiation at optimal step in value chain

*AkzoNobel assumes 2019 EBIT (peers 2018)
Source: various
## Integrated Supply Chain
Three archetypes enable customer-driven supply chain optimization

<table>
<thead>
<tr>
<th>Simple and efficient</th>
<th>Managed complexity</th>
<th>Agile and adaptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% of total volumes</td>
<td>40% of total volumes</td>
<td>10% of total volumes</td>
</tr>
</tbody>
</table>

### Simple and efficient
- **Lowest total cost for high volumes at consistent quality**
  - Example: White wall paint, packaging coatings

### Managed complexity
- **Offer many SKUs with selective customizations at balanced cost with best-in-class reliability**
  - Example: Colored wall paint, basecoats for Vehicle Refinishes

### Agile and adaptive
- **Fulfil new and/or unexpected customer requests at a fast pace**
  - Example: Aerospace Coatings, Rapid Service Unit for Powder
Integrated Supply Chain
Capital expenditure based on strategic mandates and archetypes

～€250m CapEx/year

PLAN
- Advanced planning system
- Data analytics

MAKE
- Performance portals
- In line technology
- Automation
- Capacity optimization

DELIVER
- 4PL
- Data analytics
- Capacity optimization
Value engineering
Procurement category management, enabling efficiency gains

Category management in place

- Titanium dioxide
- Additives
- Specialty resins
- Solvents
- Pigments and colorants
- Packaging
- Commodity resins
- Latex and monomers

Breakdown of total raw material spend 2019 (%)

>12,000 Raw material SKU
>4,000 Suppliers

Value engineering 2.0

- Raw material slate rationalization across portfolio
- Supplier management and simplification of supply chain

Efficiency gains...

Achieved:
- TiO_2 rationalization China
  ~20% average reduction of TiO_2 grades per site

Underway...
- Latex rationalization Decorative Paints Europe
  Planned reduction from 120 to 50 grades in four-year timeline
ERP, end-to-end, and capital allocation
Maarten de Vries
Information Technology
Removing complexity; creating a future-proof technology backbone

Driving cost savings through standardization and simplification

2017
43 ERP systems
>1,000 applications

2020
29 ERP systems
~725 applications

2023
1 ERP system
~350 applications

End 2020
- ~65% of revenue in 1 ERP
- SuccessFactors and OneCRM

- Improve employee productivity with new industry standard digital workplace
- Start of network renewal preparing for digital innovation

Beyond 2020
- One single ERP based on SAP S/4HANA
- Advanced and predictive analytics

- Next generation network roll out
- Foundation for digital innovation, IOT and digital manufacturing

- Security operations center in place
- Security by design in entire IT landscape
Global Business Services (GBS)
Embed operational excellence and deliver cost savings

**END 2020**
- 2,600 people (from 350 in 2017)
- Centralize before standardize
- Transparency of end-to-end metrics
- Reliable data management

**BEYOND 2020**
- Rigorous standardization
- Automation of activities
- Annual cost productivity (7%-10%)
- Data-driven culture

Expanding scope of GBS with more end-to-end processes

- Plan-Make-Deliver
- Order to cash
- Attract to grow
- Master data management
- Source to pay
- Plan to report

Cities: Warsaw, Suzhou, Pune, Nashville, Maua
Stepping up free cash flow

Free cash flow (FCF) €m

- Free cash flow excluding pension top-up payments
- Reported free cash flow from operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Free cash flow (FCF)</th>
<th>FCF yield*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>-22</td>
<td>1.8%</td>
</tr>
<tr>
<td>2019</td>
<td>-181</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

**Strong cash generation**

- Increased profitability
- Minimal pension top-up payments
- Industry top quartile working capital
- Further improvement opportunities in working capital
- Low capital intensity (~2.5% capital expenditures/revenue)

*FCF excluding pension top-up payments as a percentage of revenue
Note: EBITDA (and FCF) was impacted by the adoption of IFRS 16 in 2019. 2018 has not been restated
**Stable to rising dividend and modular share buybacks**

**Dividend (€)**

- **2014**: 1.45 (1.12), 0.33
- **2015**: 1.55 (1.20), 0.35
- **2016**: 1.65 (1.28), 0.37
- **2017**: 2.50 (0.85), 1.09
- **2018**: 1.80 (0.56), 0.37
- **2019**: 1.90 (0.41), 0.37

**Related to the Specialty Chemicals business**
- **2016**: 1.65
- **2017**: 1.91
- **2018**: 3.10
- **2019**: 1.91

**Dividend yield ±2.5% 2014-2019**

**Adjusted earnings per share* (EPS) (€)**

- **2016**: 2.38
- **2017**: 2.56
- **2018**: 1.91
- **2019**: 3.10

**Number of shares**

- **2016**: 252m
- **2017**: 253m
- **2018**: 256m
- **2019**: 199m

**Dividend policy remains “stable to rising”**

**€2.5bn share buyback completed in 2019**

**€500m share buyback to be completed in H1 2020**

*From continuing operations*
Strategically aligned, value creating, M&A Disciplined approach, in line with strategic mandates

**Strategic fit:**
- Paints and coatings segments
- Aligned with strategic mandates
- Add geography and/or technology
- Opportunity for synergies

**Ability to execute:**
- Target availability
- Culture fit
- Ease of integration
- Regulatory

**Integration**

**Strong financial discipline**
EBITDA multiple, IRR, ROS accretive
Capital allocation priorities 2021-2023

- **Chemicals separation proceeds returned**: ✔
- **Pension liabilities de-risked**: ✔

**Profitable organic growth**: ~2.5% capital expenditures/revenue ≥ market CAGR; +50 bps ROS CAGR

**Dividend**: Stable to rising

**Acquisitions**: Strategically aligned and value creating

**Shareholder returns**: Modular share buybacks

**Leverage ratio**: 1-2x net debt/EBITDA

**Retain strong investment grade credit rating**

ROS = adjusted operating income as percentage of revenue

Assumes constant currencies and no significant market disruption
PEOPLE. PLANET. PAINT.
and concluding remarks
Thierry Vanlancker
PEOPLE. PLANET. PAINT.
Our approach to sustainability
PEOPLE. PLANET. PAINT.

Organizational health up 9% (2018-2019)
Response rate 65%

Overall engagement trend positive
Executives (~300 people) 2nd quartile Above leadership benchmark

Accreditation by Top Employers Institute in key countries: Brazil, China, the Netherlands, UK, US

2019 Employer awards in China, France, the Netherlands, Poland, and Sweden
2025 ambitions

- >25% Reduced carbon emissions (Baseline 2018)
- 50% Water re-usage
- >50% Renewable energy
- 75% Reusable waste
Sustainable solutions make up >40% of total revenue

Eco-premium solutions >20% target for 4 consecutive years

Dulux Trade Evolve

- First major manufacturer to launch a recycled paint
- Contains 35% recycled paint and meets high standards

Interpon “Low-E”

- Low-E is more energy efficient through faster curing, reducing production cost
- Lower curing temperature is more environmentally friendly
Strategy beyond 2020 balances growth and profitability improvement

GROW & DELIVER
Financial ambitions 2021-2023

PLANNING ASSUMPTIONS

- Constant currencies
- ROS = Adjusted operating income as percentage of revenue (including other activities/eliminations)
- Effective tax rate 27%
- ~2.5% Capital expenditures as a percentage of revenue
- Leverage ratio 1-2x net debt/EBITDA
- Assumes no significant market disruption

Revenue growth ≥ market CAGR

ROS +50bps CAGR
Ultimate rust-busting metal paint launched

A new wave of exterior water-based paint has been launched by AkzoNobel which offers superior metal protection. Hammerite Ultima can be applied directly onto any metal surface – as well as rust – without the need for a primer. Suitable for anything from gates and fences to railings and garden furniture.
Agenda

- Key highlights
- Financial review
- Concluding remarks
- Q&A
Key highlights
Q1 2020 showed transformation on track, despite significant market disruption

- Adjusted operating income up 31% at €214 million (2019: €163 million), despite impact from COVID-19
- ROS, excluding unallocated costs, increased to 12.4% (2019: 9.1%) with price/mix up 2%
- Operating income at €187 million (2019: €113 million); OPI margin improved to 9.1% (2019: 5.2%)
- Transformation and other savings delivered €44 million lower costs (compared with the first quarter of 2019)
- In response to significant market disruption resulting from the COVID-19 pandemic, we have paused key parts of our transformation and suspended our 2020 financial ambition
- €408 million of €500 million share buyback program executed during Q1 2020
Progress towards 2020 financial ambition, even with initial impact from COVID-19

Q1 2020:

<table>
<thead>
<tr>
<th>ROS*</th>
<th>Price/mix</th>
<th>Adjusted EPS (continuing operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased to 12.4% (2019: 9.1%)</td>
<td>Up 2%</td>
<td>54% higher</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROI**</th>
<th>Adjusted operating income</th>
<th>€500 million share buyback almost complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up at 18.3% (2019: 16.2%)</td>
<td>31% higher</td>
<td></td>
</tr>
</tbody>
</table>
COVID-19 impact significant in China, increasing in other regions and segments

Decorative Paints
Revenue development Q1 2020 (Δ%)

Performance Coatings
Revenue development Q1 2020 (Δ%)

January | February | March

China

Total

0%
-50%
-100%

January | February | March

0%
-50%
-100%
End market demand expected to be significantly lower in Q2 (relative headwinds)
### Key parts of transformation paused, taking steps to rapidly reduce costs

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
</table>
| Sales force effectiveness | **Margin management**  
Innovation excellence                                                                   |
| Global Business Services | **Price/mix up 2%**  
Ongoing margin management in place                                                    |
| Integrated Business Planning | **GBS transitions: 8 completed, 18 remain in progress**  
ERP integration in Middle East successful, Q2 integrations paused  
Moved from monthly to weekly demand and supply cycle                                  |
| ERP and systems platform   |                                                                                         |
| ALPS continuous improvement | **Central procurement team ensured continuity of supply**  
**Delivered €44m cost savings overall**                                                |
| Fit-for-purpose organization |                                                          |
| Procurement excellence |                                                                                         |
| High performance culture | **Global and regional COVID-19 response teams in place**  
Focused AkzoNobel Cares program on COVID-19 response  
Highest employee engagement (OHI score)                                                  |
| Career and capability development |                                                                                         |
| Core principles |                                                                                         |
Financial review
Q1 2020 ROS* increased 330bps to 12.4%, despite softer end market demand

<table>
<thead>
<tr>
<th>€ million</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Δ%</th>
<th>Δ%CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2,185</td>
<td>2,058</td>
<td>(6%)</td>
<td>(5%)</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>248</td>
<td>302</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td>163</td>
<td>214</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>113</td>
<td>187</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td><strong>ROS</strong> excluding unallocated cost</td>
<td>9.1%</td>
<td>12.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROS</strong></td>
<td>7.5%</td>
<td>10.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROI%</strong> excluding unallocated cost</td>
<td>16.2%</td>
<td>18.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revenue development Q1 2020 (%)

-7 2 -1 -1 -6

Increase Decrease

Volumes Price/mix Acquisitions Other FX Total

We estimate that the COVID-19 crisis has negatively impacted Q1 revenue by around 5%

Revenue was 6% lower, and 5% lower in constant currencies. Price/mix was up 2% overall. Volumes were 7% lower, mainly due to impact of COVID-19 on end market demand

Operating income increased to €187 million (2019: €113 million) and included negative identified items of €27 million, mainly related to transformation costs

1ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
2ROI = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital).
Price/mix continued positive trend, volumes lower mainly due to COVID-19

Decorative Paints
Quarterly price/mix development in % year-on-year

Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

0 4 5 8 6 4 5 2 1

Performance Coatings
Quarterly price/mix development in % year-on-year

Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

3 5 7 11 7 7 3 0 3

Total
Quarterly volume* development in % year-on-year

Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

-1 -2 -5 -6 -4 -5 -4 -9

Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

-5 -3 -7 -7 -8 -7 -3 -4 -7

Quarterly volume* development in % year-on-year

Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

-3 -3 -6 -7 -7 -6 -4 -4 -7

*Organic volume development, does not include acquisition impact
Adjusted operating income 31% higher, with lower volumes offset by cost savings

Adjusted operating income
- Positive impact
- Negative impact

ROS* 9.1%  - 2  - 88  55  44  214

Q1 2019  FX  Volumes  Price/mix  Raw materials/Variable cost  OPEX  One-offs and other  Q1 2020

ROS* = adjusted operating income as percentage of revenue (excluding unallocated cost)
### Decorative Paints ROS up 130bps at 8.5%, despite COVID-19 impact mainly in Asia

<table>
<thead>
<tr>
<th>€ million</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Δ%</th>
<th>Δ%CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>836</td>
<td>754</td>
<td>(10%)</td>
<td>(8%)</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>95</td>
<td>100</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td>60</td>
<td>64</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>54</td>
<td>58</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td><strong>ROS</strong>¹</td>
<td>7.2%</td>
<td>8.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROI</strong>²</td>
<td>12.0%</td>
<td>14.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Revenue development Q1 2020 (%)

<table>
<thead>
<tr>
<th>Increase</th>
<th>Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>-9</td>
</tr>
<tr>
<td>-2</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>-10</td>
</tr>
</tbody>
</table>

1. **ROS** = adjusted operating income as percentage of revenue (excluding unallocated cost)
2. **ROI** = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital).

When Chinese authorities announced they were about to rapidly construct a hospital in Yinchuan the local AkzoNobel organization sprang into action. AkzoNobel moved quickly to donate 450 tins of Dulux Pro interior emulsion during the early days of the project. It helped to ensure that the new buildings could be completed on time (in just 15 days) as part of an urgent local response to the COVID-19 outbreak.
Performance Coatings ROS 330bps higher, AkzoNobel while end market demand lower

<table>
<thead>
<tr>
<th>€ million</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Δ%</th>
<th>Δ% CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,333</td>
<td>1,295</td>
<td>-3%</td>
<td>(3%)</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>182</td>
<td>230</td>
<td>26%</td>
<td>(3%)</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td>138</td>
<td>190</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>97</td>
<td>182</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROS</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td>10.4</td>
<td>14.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROI</strong>&lt;sup&gt;2&lt;/sup&gt;</td>
<td>20.1</td>
<td>22.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Revenue development Q1 2020 (%)

-7  3  1  -3
Volumes  Price/mix  Acquisitions  FX  Total

<sup>1</sup>ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
<sup>2</sup>ROI = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital).

The BMW Group has chosen AkzoNobel to be a trusted supplier of vehicle refinish products and services to a large part of its distribution network around the world. The deal came into effect on February 1, 2020. Covering 44 locations, the agreement means that the company’s premium Sikkens and Lesonal brands are now approved for paint repairs of BMW and Mini passenger cars.
Q1 adjusted EPS up 54% at €0.71 mainly due to higher operating income

<table>
<thead>
<tr>
<th>€ million</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>113</td>
<td>187</td>
</tr>
<tr>
<td>Net financing expenses</td>
<td>(13)</td>
<td>(13)</td>
</tr>
<tr>
<td>Results from associates and joint ventures</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>105</td>
<td>181</td>
</tr>
<tr>
<td>Income tax</td>
<td>(31)</td>
<td>(54)</td>
</tr>
<tr>
<td><strong>Profit from continuing operations</strong></td>
<td>74</td>
<td>127</td>
</tr>
<tr>
<td>Profit from discontinued operations</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Profit for the period</strong></td>
<td>74</td>
<td>126</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>(9)</td>
<td>(12)</td>
</tr>
<tr>
<td><strong>Net income from total operations</strong></td>
<td>65</td>
<td>114</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Earnings per share (in €)</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total operations</td>
<td>0.28</td>
<td>0.59</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted earnings per share (in €)</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing operations</td>
<td>0.46</td>
<td>0.71</td>
</tr>
</tbody>
</table>

Outstanding share capital was 199.9 million common shares at the end of March 2020.

The weighted average number of shares in Q1 2020 was 194.0 million (2019: 234.3 million). This number of shares was the basis for the calculation of earnings per share in Q1 2020.
Strong balance sheet and solid cash position

<table>
<thead>
<tr>
<th>€ million</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA</strong></td>
<td>198</td>
<td>277</td>
</tr>
<tr>
<td>Impairment losses</td>
<td>33</td>
<td>-</td>
</tr>
<tr>
<td>Changes in working capital</td>
<td>(421)</td>
<td>(353)</td>
</tr>
<tr>
<td>Pension pre-funding</td>
<td>(161)</td>
<td>-</td>
</tr>
<tr>
<td>Pension top-up payments</td>
<td>(478)</td>
<td>(5)</td>
</tr>
<tr>
<td>Other changes in provisions</td>
<td>(20)</td>
<td>(33)</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(6)</td>
<td>(5)</td>
</tr>
<tr>
<td>Income tax paid</td>
<td>(30)</td>
<td>(34)</td>
</tr>
<tr>
<td>Other changes</td>
<td>-</td>
<td>(7)</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td>(885)</td>
<td>(160)</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>(37)</td>
<td>(46)</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>(922)</td>
<td>(206)</td>
</tr>
</tbody>
</table>

**Net Debt**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1,259)</td>
<td>1,496</td>
<td></td>
</tr>
</tbody>
</table>

Leverage (Net Debt/EBITDA*)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.4)</td>
<td>1.2</td>
<td></td>
</tr>
</tbody>
</table>

Excluding the impact of pension pre-funding and pension top-up payments the cash generation in Q1 2020 improved by €82 million, mainly due to higher EBITDA and lower outflow for working capital.

Issued €750 million bond at attractive terms, with a ten-year maturity and a coupon of 1.625%.

Next bond maturity is €750 million in July 2022.

*Last twelve months.
Capital allocation priorities unchanged

- Profitable organic growth: ~2.5% capital expenditures/revenue
- Dividend: Stable to rising
- Acquisitions: Strategically aligned and value creating
- Shareholder returns: Modular share buybacks

Pension liabilities de-risked

€500m share buyback almost completed

Leverage ratio
1-2x net debt/EBITDA

Retain strong investment grade credit rating
Concluding remarks
Q1 2020 showed transformation on track, despite significant market disruption

- Adjusted operating income up 31% at €214 million (2019: €163 million), despite impact from COVID-19
- ROS, excluding unallocated costs, increased to 12.4% (2019: 9.1%) with price/mix up 2%
- Operating income at €187 million (2019: €113 million); OPI margin improved to 9.1% (2019: 5.2%)
- Transformation and other savings delivered €44 million lower costs (compared with the first quarter of 2019)
- In response to significant market disruption resulting from the COVID-19 pandemic, we have paused key parts of our transformation and suspended our 2020 financial ambition
- €408 million of €500 million share buyback program executed during Q1 2020
Outlook

AkzoNobel has paused key parts of the company’s transformation and suspended its 2020 financial ambition in response to the significant market disruption resulting from the COVID-19 pandemic. Headwinds related to COVID-19 are increasing for most parts of the world and will have a significant impact during Q2.

Demand trends differ per region and segment in an uncertain macro-economic environment. Raw material costs are expected to have a moderately favorable impact for the first half of 2020. Continued margin management and cost-saving programs are in place to address the current challenges. Once markets normalize, AkzoNobel intends to resume its positive momentum and drive performance in line with industry frontrunners.

The company targets a leverage ratio of 1-2 times net debt/EBITDA by the end of 2020 and commits to retain a strong investment grade credit rating.
Upcoming events

- Annual general meeting of Shareholders
  - April 23, 2020
- Report for the second quarter
  - July 22, 2020
A focused, high performing, paints and coatings company

- Strong global brands
- Leading positions in large and attractive markets
- Balanced geographic exposure: 50% revenue from emerging markets
- Well positioned to accelerate growth and enhance profitability
- Transformation plans in place and clear path to deliver
- Significant returns to shareholders

* Excluding unallocated costs and invested capital; assumes no significant market disruption
Disclaimer/forward-looking statements

This presentation does not constitute or form a part of any offer to sell, or any invitation or other solicitation of any offer, to buy or subscribe for any securities in the United States or any other jurisdiction.

Some statements in this presentation are 'forward-looking statements'. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may occur in the future. These forward-looking statements involve known and unknown risks, uncertainties and other factors that are outside of our control and impossible to predict and may cause actual results to differ materially from any future results expressed or implied. These forward-looking statements are based on current expectations, estimates, forecasts, analyses and projections about the industries in which we operate and management's beliefs and assumptions about possible future events. You are cautioned not to put undue reliance on these forward-looking statements, which only speak as of the date of this presentation and are neither predictions nor guarantees of possible future events or circumstances. We do not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events, except as may be required under applicable securities laws.

This report contains statements which address such key issues as AkzoNobel’s growth strategy, future financial results, market positions, product development, products in the pipeline and product approvals. Such statements should be carefully considered, and it should be understood that many factors could cause forecast and actual results to differ from these statements. These factors include, but are not limited to, price fluctuations, currency fluctuations, developments in raw material and personnel costs, pensions, physical and environmental risks, legal issues, and legislative, fiscal, and other regulatory measures, as well as significant market disruptions such as the impact of pandemics. Stated competitive positions are based on management estimates supported by information provided by specialized external agencies. For a more comprehensive discussion of the risk factors affecting our business, please see our latest annual report, a copy of which can be found on the company’s corporate website www.akzonobel.com.
Appendix
## Representation of revenue 2019

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q2 2019</th>
<th>Q3 2019</th>
<th>Q4 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reported</td>
<td>Represented</td>
<td>Reported</td>
<td>Represented</td>
</tr>
<tr>
<td>Decorative Paints EMEA</td>
<td>506</td>
<td>498</td>
<td>620</td>
<td>611</td>
</tr>
<tr>
<td>Decorative paints South America</td>
<td>99</td>
<td>98</td>
<td>103</td>
<td>102</td>
</tr>
<tr>
<td>Decorative Paints Asia</td>
<td>240</td>
<td>240</td>
<td>284</td>
<td>284</td>
</tr>
<tr>
<td>Other/eliminations</td>
<td>(1)</td>
<td>-</td>
<td>(2)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Decorative Paints total</strong></td>
<td>844</td>
<td>836</td>
<td>1,005</td>
<td>997</td>
</tr>
<tr>
<td>Powder Coatings</td>
<td>298</td>
<td>298</td>
<td>317</td>
<td>316</td>
</tr>
<tr>
<td>Marine and Protective Coatings</td>
<td>300</td>
<td>295</td>
<td>341</td>
<td>338</td>
</tr>
<tr>
<td>Automotive and Specialty Coatings</td>
<td>336</td>
<td>319</td>
<td>364</td>
<td>345</td>
</tr>
<tr>
<td>Industrial Coatings</td>
<td>424</td>
<td>420</td>
<td>445</td>
<td>439</td>
</tr>
<tr>
<td>Other/eliminations</td>
<td>(19)</td>
<td>1</td>
<td>(22)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Performance Coatings total</strong></td>
<td>1,339</td>
<td>1,333</td>
<td>1,445</td>
<td>1,438</td>
</tr>
<tr>
<td>Other/eliminations</td>
<td>2</td>
<td>16</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,185</td>
<td>2,185</td>
<td>2,451</td>
<td>2,451</td>
</tr>
</tbody>
</table>

2019 revenue is represented to present revenue from third parties instead of total revenue. This table reflects the reported and the represented revenue for Q1 2019.
Assumptions 2020

- ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)
- ROI = adjusted operating income of the last 12 months as percentage of average invested capital (excluding unallocated cost and invested capital)
- Other activities/eliminations €140-180m
- Leverage 1-2x net debt/EBITDA by end 2020
- CapEx €200-250m
- Effective tax rate 27%
- Dividend policy “stable to rising”