

Summary of Board of Management Agreements

In conformity with the Dutch Corporate Governance Code, service agreements with Board members are entered into for a period of four years, after which period reappointments can take place for consecutive periods not exceeding four years each.

The fixed remuneration component consists of a base salary and a pension contribution (being a percentage of the base salary, which is paid to the Board member). Adjustment of the base salary will take place if and when the Supervisory Board of AkzoNobel considers this appropriate.

The variable remuneration component consists of a short-term and a long-term incentive and a share matching plan. The pay-out of the short-term incentive is maximized at 150 percent of the base salary for the CEO, at 120 percent for the CFO and at 90 percent of the base salary for other members. The short-term performance is measured for 70% on financial objectives that reflect the profitable growth the company aims for and for 30% on individual quantifiable objectives, including sustainability and people related targets. Board members are required to invest 25 percent of their short-term incentive proceeds in AkzoNobel shares and may invest a second 25 percent. When they retain these shares for three years, the Company will match such shares one on one, subject to continued employment and meeting performance expectations.

With respect to the long-term incentive plan (Performance Share Plan) the grant level is 200 percent of base salary for the CEO and 150 percent of base salary for the CFO. Maximum vesting is 150 percent of the conditional share grant. No shares will vest if the minimum level of performance is not achieved.

The formal retirement date is the last day of the month in which the Annual Shareholders' Meeting is held in the year in which the board member will reach the statutory retirement age in the Netherlands. In the event of a dismissal, the Supervisory Board will determine the appropriate severance payment for members of the Board of Management. The severance payment will not exceed a sum equivalent to one-time annual base salary.