

Supplement to the Remuneration Policy for the Board of Management

(for adoption by the AGM of the Company on April 23, 2026)

On November 18, 2025, AkzoNobel announced that it entered into a merger agreement (the "Merger Agreement") with Axalta Coating Systems Limited ("Axalta") in respect of the intended all-stock merger of equals between AkzoNobel and Axalta, creating a premier global coatings company (the "Merger"). The Merger is expected to close late 2026 to early 2027, subject to approval by the shareholders of the Company and other closing conditions being met.

As described in the Remuneration Report 2025, it is essential that AkzoNobel maintains strong and stable leadership in its financial operations as it prepares for the proposed Merger. In that respect, as announced on December 19, 2025, AkzoNobel has asked Mr. M.J. de Vries to extend his tenure, despite his planned retirement. Mr. De Vries' expertise, proven leadership, and intimate knowledge of AkzoNobel's operations are critical to ensure a successful execution of our strategic objectives. Accordingly, the Supervisory Board considers securing and retaining Mr. De Vries during this critical period essential and highly valuable to the Company.

In view of all the foregoing, and taking into account the expected increase in workload associated with the preparatory work for the Merger, the Supervisory Board proposes, upon the recommendation of the Remuneration Committee, to grant Mr. De Vries a one-time retention payment, in addition to the remuneration he is otherwise entitled to pursuant to the Remuneration Policy for the Board of Management as adopted at the 2025 Annual General Meeting (the "Remuneration Policy"), on the terms set out in this supplement.

This supplement will apply to Mr. De Vries only and does not serve to restrict the Remuneration Policy or any remuneration and benefit options available under the Remuneration Policy.

- **Retention Payment:** a one-time cash payment of EUR 750,000 gross (the "Retention Payment").
- **Conditions:** The Retention Payment shall be made on the earlier of (i) the regular payroll date in December 2026, provided that the Merger Agreement has not been terminated by such date; or (ii) the date on which the Merger is completed. If the payment is made in December 2026 and the (a) Merger Agreement is subsequently terminated or (b) Mr. De Vries ends his management agreement with the Company at his initiative or the Company terminates the management agreement for urgent cause or serious culpable acts or omissions, the entitlement to the Retention Payment shall lapse (retroactively) and Mr. De Vries shall be required to repay the Retention Payment. If, in such case, Mr. De Vries is entitled to a severance payment in accordance with his management agreement, the (gross) Retention Payment shall be repaid by means of a deduction from the severance payment, rather than by separate repayment.

In preparing this supplement to the Remuneration Policy, the Supervisory Board considered the external environment and the exceptional times in which AkzoNobel currently operates as it prepares for the closing of the Merger, in addition to the general drafting considerations outlined in the Remuneration Policy. The Supervisory Board furthermore considered feedback from the Company's shareholders on the existing Remuneration Policy and the Company's latest remuneration report in accordance with section 2:135a of the Dutch Civil Code.