

Welcome to the AkzoNobel Powder Coatings Como site

Health and safety briefing

Francesco Vacca, Site Manager Como



Today's speakers

AkzoNobel



Greg Poux-Guillaume

CEO



Maarten de Vries

CFO



Jeff Jirak

Director,
Powder
Coatings



**Remco
Maassen
van den
Brink**

Marketing
Director,
Powder
Coatings



**Frank
Vergeer**

R&D Director,
Powder
Coatings



**Gustavo
Carvalho**

Key Account
Director
Automotive,
Powder
Coatings



**Bob
Dirks**

Segment
Manager
Architectural,
Powder
Coatings



**Sanal
Limoncuoglu**

Commercial
Director SE
Europe &
MEA, Powder
Coatings

Agenda

Powder Coatings at AkzoNobel
Jeff Jirak

Market segment: Architectural
Sanal Limoncuoglu, Bob Dirks

Market segment: Automotive
Remco Maassen van den Brink,
Gustavo Carvalho

Break (10:00 – 10:15 CET)

Site tour: Production in Como

Lunch (11:30 – 12:15 CET)

Sustainability-driven innovation
Frank Vergeer

Site tour: R&D lab in operation

Q&A and closing
Greg Poux-Guillaume, Maarten de Vries,
Jeff Jirak

End/Departure (14:00 CET)

Powder Coatings at AkzoNobel

Jeff Jirak
Director, Powder Coatings



Powder matters

Winning offer in terms of process, sustainability and longevity

Process

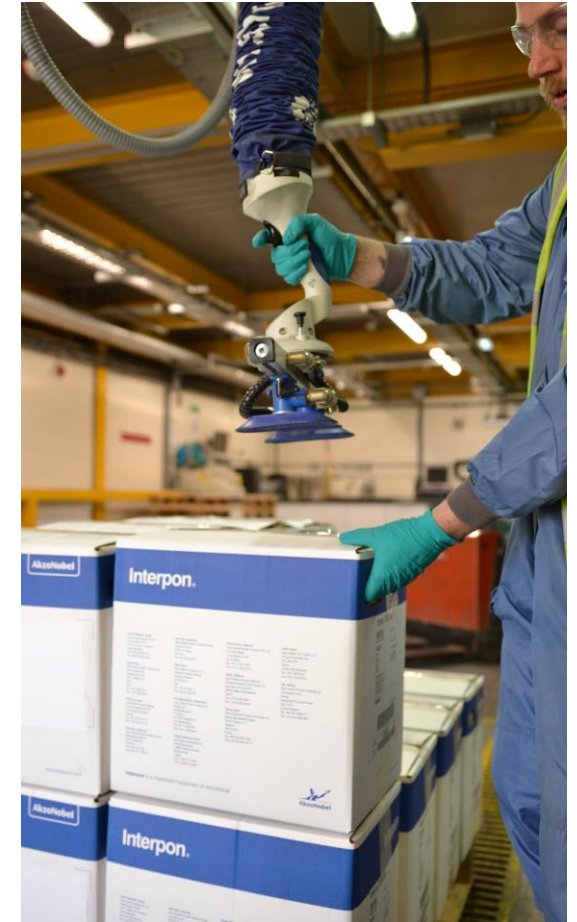
- Quick and easy application
- Single layer application
- Ideal for complex shapes
- Lower total cost of ownership

Sustainability

- Reduced volume consumption
- No VOCs
- No overspray (up to 100% can be reclaimed)
- Contributes to LEED building certification

Longevity and color

- Aesthetic options
- Superior consistency and coverage vs liquid
- Strong corrosion protection
- Better durability



AkzoNobel Powder Coatings at a glance

Unmatched global presence with the most extensive supply network

Key figures¹

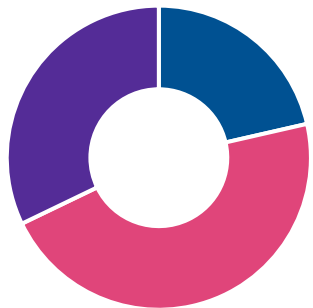
€1.4bn revenue

33 manufacturing sites

4,000+ employees

30,000+ customers

Revenue per region¹



■ Americas
■ EMEA
■ Asia

📍 Innovation center
📍 Manufacturing site



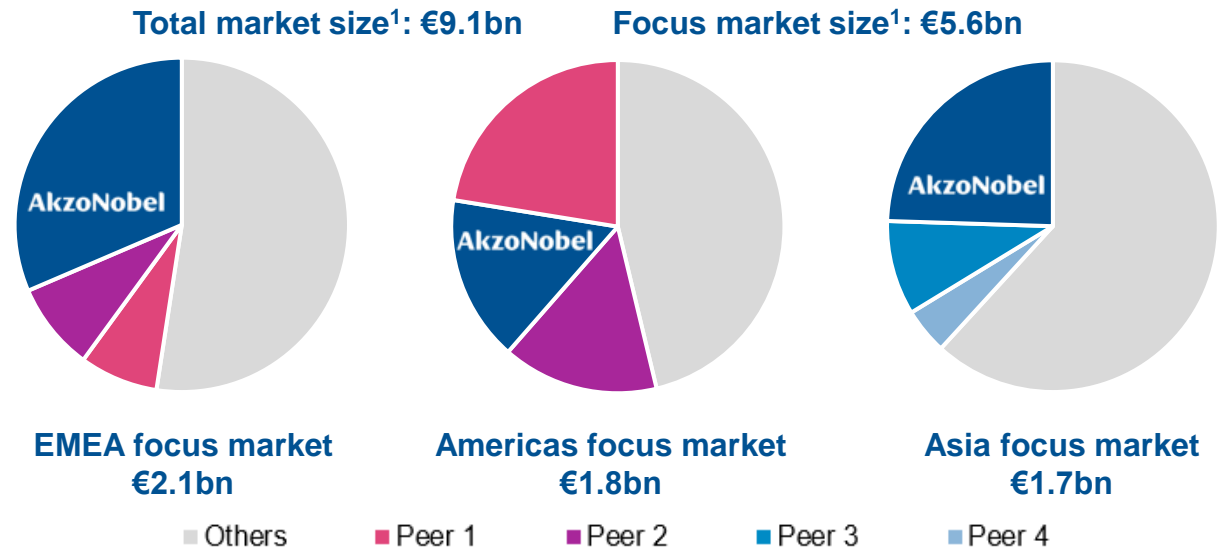
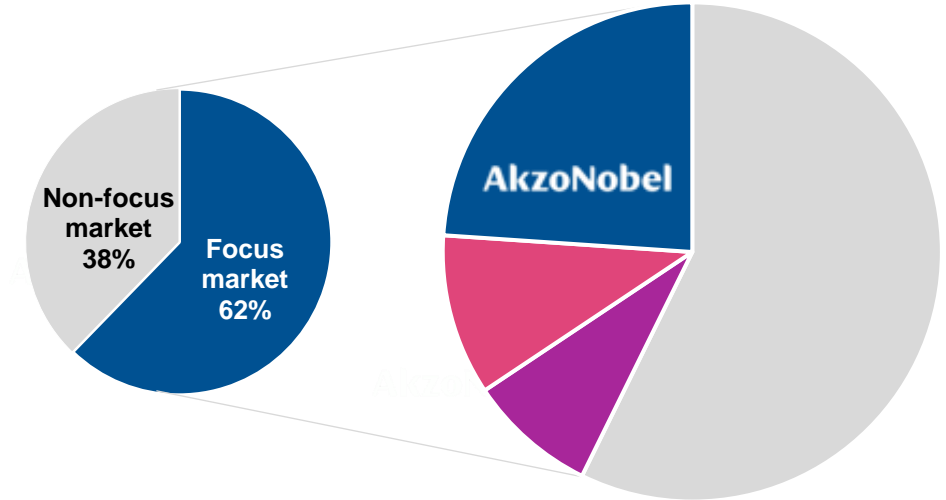
Interpon.
POWDER COATINGS

RESICOAT®
Experts in Functional Powder Coatings

AkzoNobel Powder has unrivalled global scale

Clear leader in most regions and markets

- Clear #1 globally, >2x bigger vs next peer
- 24% share in focus market
- Focus on specialized segments
- Only player with meaningful global reach
 - EMEA: 3x bigger than closest peer
 - Americas: focused growth initiatives to reclaim share
 - Asia: strong premium position, growth in select mid-markets



¹ Focus market split by revenue, based on Orr & Boss March 2024, enhanced with expert views

Driving profitable growth in attractive segments

Strong positions in premium Architectural and Automotive segments

Architectural

- Commercial and residential windows, doors and facades
- Serving architects, applicators, fabricators, OEMs, developers
- Key characteristics are durability and aesthetics

Interpon®

Functional

- Rebar, valves and fittings, pipes
- Serving OEM, project developers
- Key characteristics are approvals, durability, corrosion protection and electrical insulation

RESICOAT®

Automotive

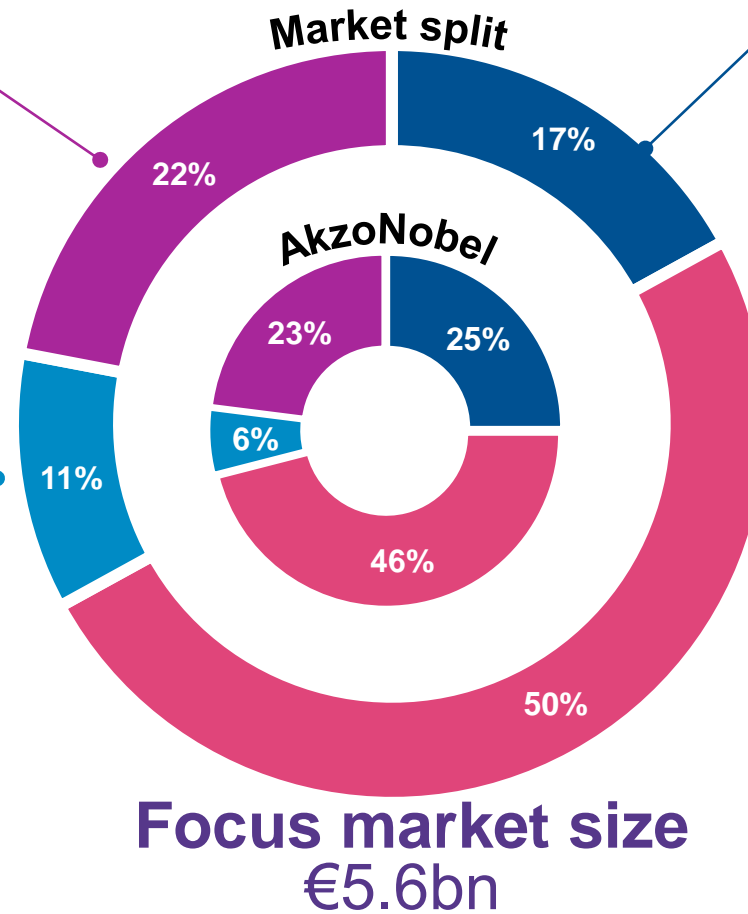
- Wheels, springs, trim, EV battery
- Serving Tier 2/3 suppliers, OEMs
- Key characteristics are approvals, corrosion protection and chip resistance

Interpon®

Industrial & Consumer

- Wide range of industrial and consumer applications, from furniture to lighting, domestic appliance and general industry
- Serving OEMs and job coaters
- Key characteristics are (corrosion) protection, color and speed of supply

Interpon®



Why we win

Step ahead of competition, consistently outperforming market



- **Exceptional powder track record and market trust**
- **Sustainability, technology and product leadership**
 - Largest dedicated R&D investment driving sustainable innovation leadership
 - Most comprehensive product range meeting diverse needs of customer
- **Unrivalled service and customer intimacy**
 - Strongest expert sales and tech service organization
 - Fast turnaround and customization capabilities
- **Largest dedicated supply network**
 - 33 sites globally to enable speed of service
 - State-of-the-art sites to ensure highest productivity and quality standards




We're investing to accelerate growth

Investing ahead of the curve to drive continued market outperformance


Production/Capacity

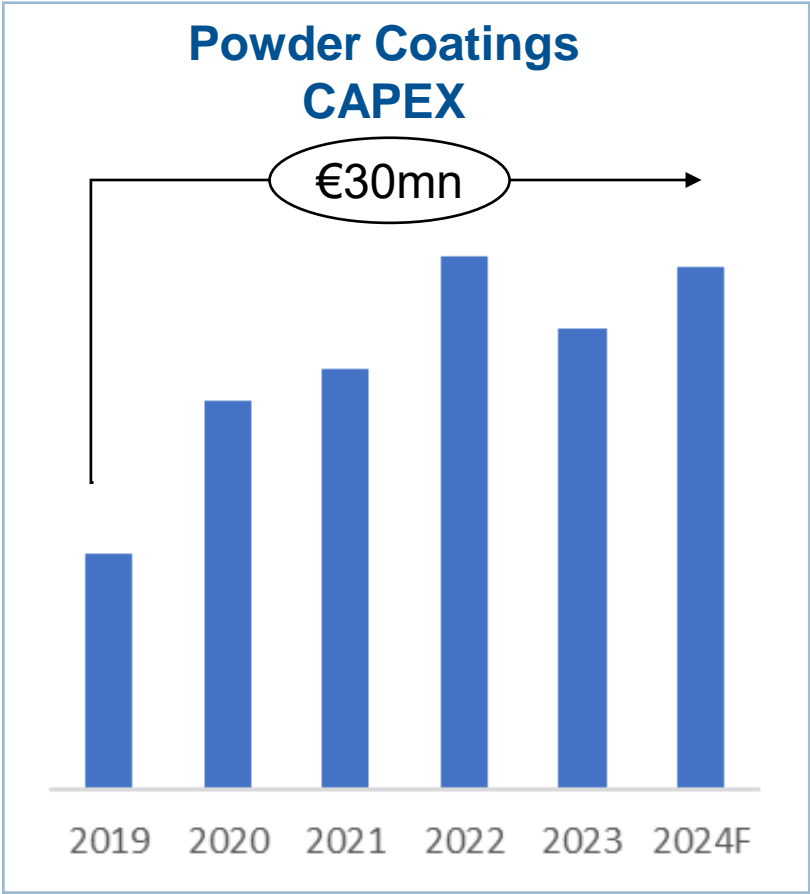
Site expansion:  

Boosting site capabilities:  

Total investment +€65mn
Total capacity increase +13%

Innovation and Digital

Low cure 	New research center 	Online sales via MyInterpon 	Partnering with CoatingAI 
---	--	---	--



World class powder facility in Como

Latest technology produces bulk volumes in automated lines



Process automation: quality traceability, control and efficiency



Productivity increase: throughput 3x higher, lower cost per unit¹



Safer process: minimum manual handling, reduced headcount



Process efficiency: near zero manufacturing waste



Reduced energy consumption: energy recovery provides site heating



Quality consistency: delivers higher quality and consistency



Strong leadership in attractive growth segments

Poised for growth with new technology and expansion into new substrates

	Focus market size	Position	2024-2027 Market growth	2024-2027 Growth ambition	Key drivers
Architectural	€1.2bn	#1	LSD%	MSD%	<ul style="list-style-type: none"> • Low-cure and super-durable ranges • Globally extend EMEA leadership approach • Switch to powder
Automotive	€1.0bn	#1	MSD%	HSD%	<ul style="list-style-type: none"> • New auto powder space in EV • OEM exterior switch to powder
Industrial & Consumer	€2.8bn	#1	LSD%	LSD%	<ul style="list-style-type: none"> • Sub-segment focus: recovery of traditional powder markets and energy transition • Low-cure technology and new substrates
Functional	€0.6bn	#4	LSD%	MSD%	<ul style="list-style-type: none"> • Geo-expansion in North America and Asia
AkzoNobel	€5.6bn	#1	LSD%	MSD%	

Market segment: Architectural

Bob Dirks,
Architectural Segment Manager

Sanal Limoncuoglu,
Regional Commercial Director



*Maestro Condominiums in Montreal, Canada, coated with our
super-durable D2000 range*

A beautiful finish in a single layer

The latest design trends with warranties of up to 30 years

King's Cross in London, coated with our Futura Collection



Aesthetics and
durability
in one shot

Most sustainable
offering

Mastering a
complex value
chain

Switch to powder
proven and
ongoing

Architectural applications

Diverse application areas, in both commercial and residential

Interpon powder coatings protect and enhance the aluminum and steel parts of a building and its direct built environment, on parts which you can see, as well as those that you can't



Commercial windows, doors and facades



Residential windows, doors and facades



Fencing and railing



Indoor windows and doors



Ceiling tiles/structures



Balconies

Strength in both project and recurring businesses

Well equipped to service needs of diverse markets making us versatile to win

Project business



- Complex value chain and long timelines: we influence the architect and sell to the (approved) applicator
- Customer needs: custom colors, warranted durability, EPD certificates; speed during mock-up phase, cross-regional play

Largest specification and approved applicator network in industry

Recurring business



- Simple value chain with OEM, extruder and applicator: we sell directly
- Customer needs: stock offer and speed of delivery, technical service

Widest color stock range supplied within 48 hours in industry

EMEA - Established leadership

Continue to build on strong position for global success

- **Extremely solid foundation in place**
 - Strongest architectural expert team
 - >2,000 products on stock to reduce complexity
 - Proven track record and trust in the market
- **Biggest cross-value chain customer base**
- **Largest scale across multiple aspects**
 - Dedicated specialized manufacturing sites
 - Technology access
- **Drive high standards in the industry**
 - Pioneer in super/hyper-durable technology
 - Low cure technology
 - Continuously raising the bar in color/effects



Architectural growth drivers

Building on strong foundation and catching new opportunities

Market-driven opportunities

- Switch to powder in North America and Asia
- Renovation market growth
- Growth in aluminum extrusion market

AkzoNobel-driven opportunities

- Sustainability leadership: low cure and super-durable
- Continue to build on EMEA position
- Selective mid-market penetration

**Accelerate volume
growth to MSD%¹**



Architectural

We consistently outperform the market

- Leading technology platforms provide **aesthetics and durability in a single shot**
- **Recognized sustainability leader**, driving the journey to low-cure and super-durable, supporting LEED green building certification
- Only powder company with the **global ecosystem** to serve the complex and demanding global building industry
- **Winning in all segments** of the architectural market from commercial to residential and flexible to tune, based on market conditions
- The industry expert to facilitate **switch to powder** for growing aluminum substrate market



Market segment: Automotive

Remco Maassen van den Brink,
Marketing Director

Gustavo Carvalho,
Key Account Director Automotive



Why focus on automotive?

Premium business with large growth potential

- **Premium segment** with high technical requirements
- **Complex value chain** with global OEM specifications combined with local approvals
- **Critical knowledge and process excellence** required for core acrylic technology
- **Rising powder adoption** within EV and **emerging opportunities** including OEM body



Automotive powder growth accelerating

Emerging opportunities beyond legacy and EV applications

Current auto powder space

Market size: €1bn

- Wheels
- Springs and underbody
- Trims and exterior

EV powder space

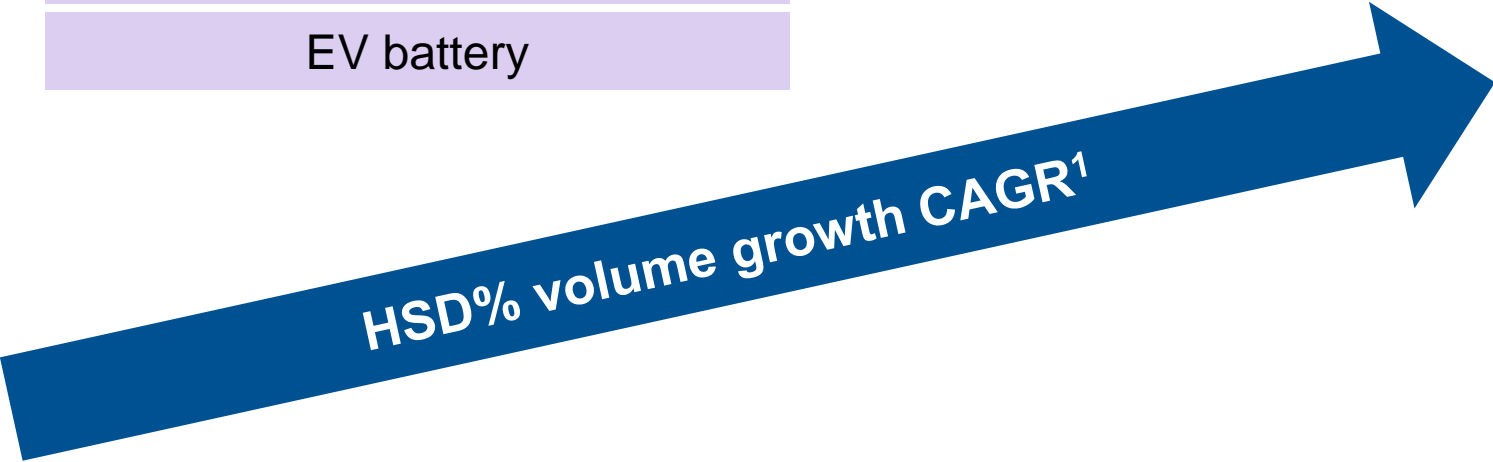
Market expansion: €350mn²
(35% EV adoption rate by 2030)

- EV busbar
- EV motor
- EV battery

New conversion opportunities

Market expansion: up to €650mn²

- OEM body
- Switch to powder



¹ Automotive powder 2024-2027 CAGR ambition ² Market size based on 2030

Leading in current Automotive powder space

Wheels, springs and trims positions fundamental to expand leadership position



Leading wheel coatings system

- Wheel coating system: powder primer, liquid basecoat, powder clearcoat
- Acrylic clearcoat determines system success

Strong partnerships with top 10 players



Unique springs technology performance

- Global technology with local supply is necessary due to high reactivity product
- Corrosion protection and chip resistance essential to meet OEM standards

30% superior corrosion performance



Exterior parts integrated in the body

- New powder aesthetics options enable switch to powder in traditional trims
- External trims application a gateway for powder adoption into car body

#1 choice for switch to powder

Well positioned to lead the EV powder space

Leveraging our 60-year electrical insulation track record with RESICOAT®

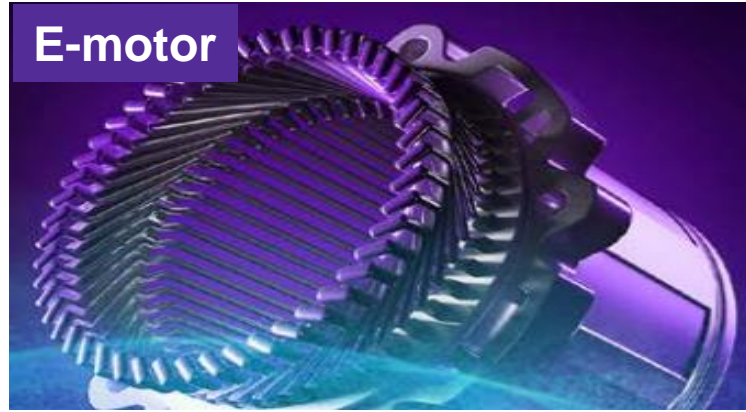


EV battery

Battery housing, module, cell cooling plate, tube

- Electrical insulation and corrosion resistance to protect from short circuits and harsh operating environments
- Dynamic and fast-moving market

Recognized powder expert by leading EV OEMs



E-motor

Hairpin stators, magnets

- Hairpin and magnets technology at core of e-motor, powder enhances performance
- Technical approvals with high specification requirements

Co-patent with VW for e-motor magnets



Busbar

Busbar

- System of electrical conductors for collecting and distributing electricity
- High precision powder application process, unique from traditional process

60-year industry track record

Well placed to lead Automotive powder conversion

Customers are re-engineering their coating processes



AkzoNobel awarded by Daimler-Foton for powder partnership in China



Powder primer cabins at Scania

Significant growth opportunity for powder in automotive:

- Increasing usage of aluminum, enabling powder application
- EV capacity expansion provides opportunity for powder on OEM body
- Significantly lower capital investment for powder lines
- New industry players willing to challenge industry norms

Automotive

Segment leadership position with strong roots

- **Automotive powder leader** in all regions
- **Investing 2-3x more in innovation and sustainability** compared with competition
- **Leader in EV powder coatings** through premium technologies such as Resicoat EL4 (electrical Insulation)
- **Strong growth momentum** led by VOC regulation, customer investment, new substrates
- **AkzoNobel #1 in powder technology approvals** with OEMs and global footprint puts us in prime position to **capitalize on liquid to powder transition**



Sustainability- driven innovation

Frank Vergeer,
R&D Director



At the forefront of sustainable innovation

Largest R&D investment in the industry



500

Dedicated powder R&D professionals

12

Average years of experience

3

Innovation centers driving technology

33

Customer support labs, ensuring proximity

Powder matters

Sustainability needs are integrated into both product and service innovations

Customer focus on sustainability

Regulations on solvent emissions

Material efficiency

Durability

Process efficiency

Energy savings

Customer commitment to carbon targets

Our sustainable powder solutions

No volatile organic compounds (VOCs) emissions

High transfer efficiency, up to 100% overspray reclaimed; thin film

Long-lasting and durable finishes with high resistance to moisture, chemicals and extreme weather

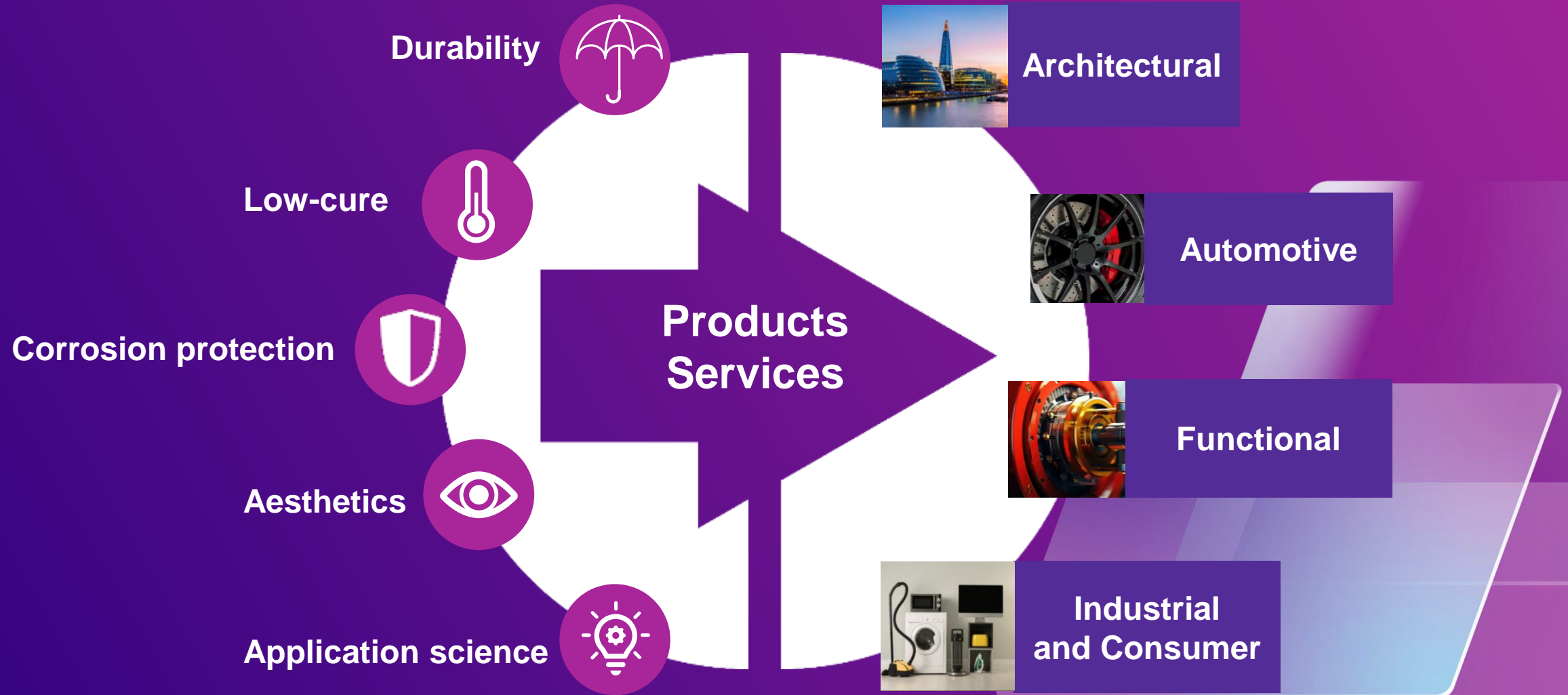
High-performance levels often through a single coating layer

Low-cure offerings and energy consultancy

Shared commitment to carbon reduction across value chain

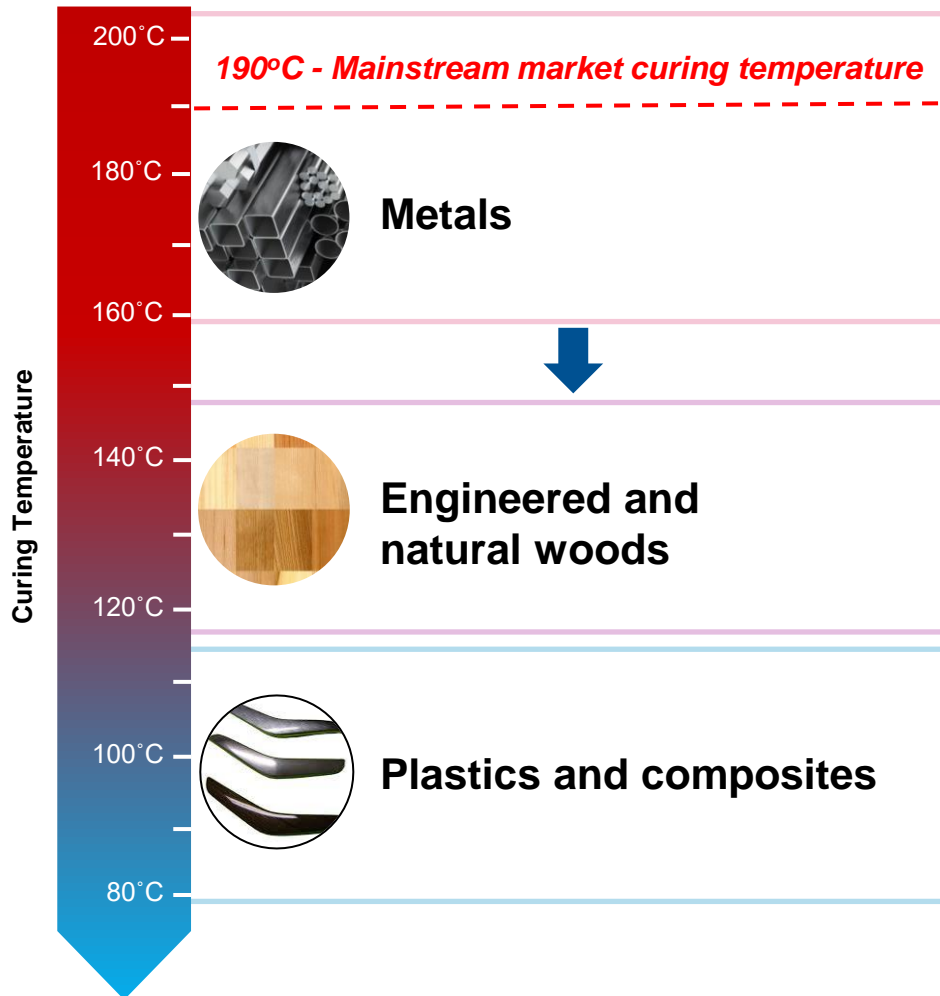
Powder innovation platforms

AkzoNobel



Product Innovation – Low-cure

Leading the journey to reduce energy and opening up new spaces



Setting **new industry standards** with low-cure



Industry first architectural range curing at 150°C on metal; full powder on wood portfolio, including UV



Low-cure reduces energy consumption for customers by **up to 20%**

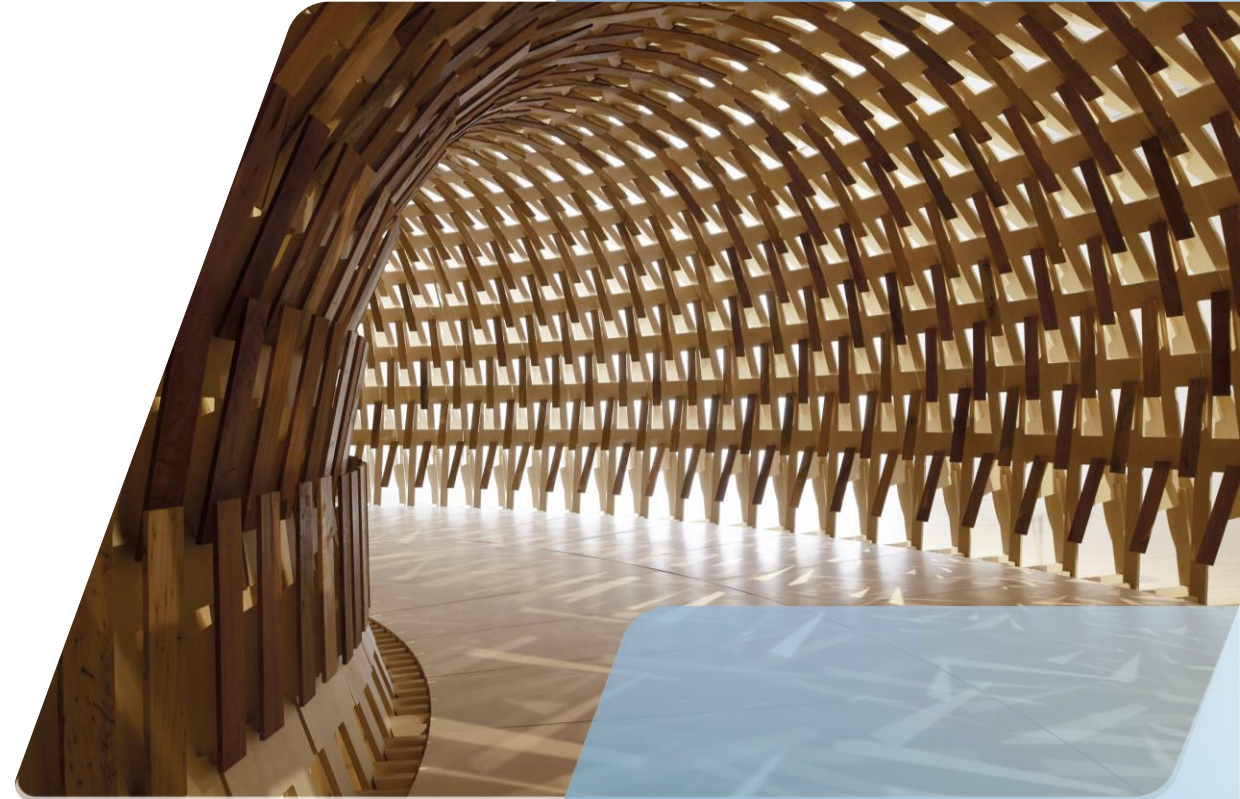


Expands powder through adoption on non-metal substrates

Product innovation – New substrates

Interpon W at the forefront of powder adoption for wood

- Industry-leading range of ultra-low curing powders for heat sensitive substrates
- Unique UV curing proposition at 80°C
- Enhanced performance: durability, scratch resistance and performance in high humidity
- Initial focus on MDF, expanding onto other heat sensitive substrates
- First successful customer conversions in the furniture industry

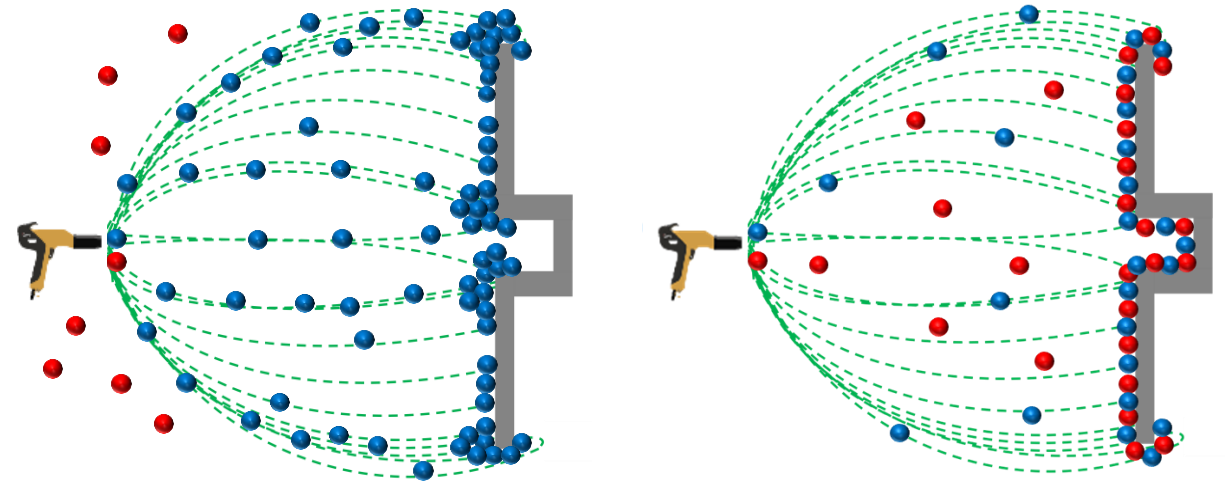


Product innovation – Full particle control

Particle management technology driving exceptional performance

Unique capability to go beyond chemistry:

- Steer behavior during powder application
- Create differentiated finishes and effects
- Expand low and fast-cure ranges



Interpon's patented particle management technology drives the expansion of our market-leading position

Non-managed powder

Higher reject rates

Less even finish

Higher material use

Managed powder

Low/no rejects

Thin, homogeneous layer

Control on cure and appearance

Service innovation – Energy calculator

Supporting customers to reduce energy consumption

- **Industry-first** consultancy tool to gain deep insights in application and curing processes at customers
- **Maximizes energy savings** and **carbon footprint reduction** in multiple customer application settings
- **Proven differentiator** in the powder industry following launch in 2023

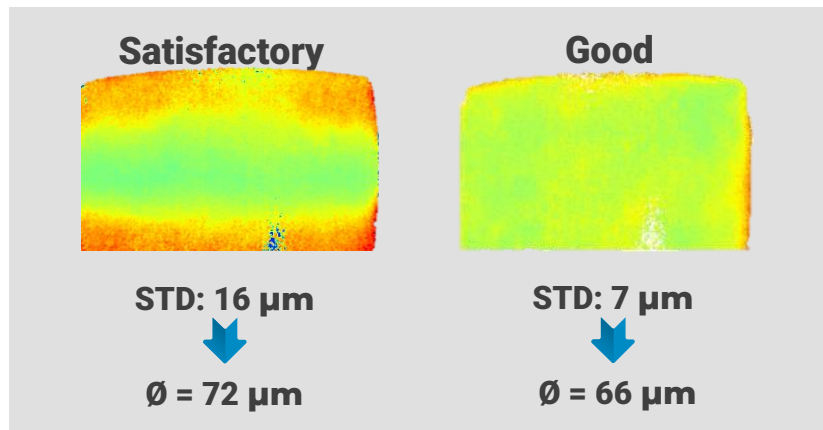
25% reduction in energy, creating strong customer loyalty



Service innovation – Application efficiency

Collaborative innovation, combining powder and AI

- Exclusive partnership with CoatingAI
- Optimizes equipment settings resulting in **more uniform, consistent coating layers**
- AI-powered direction **reduces rejects by up to 15%**
- Strong initial customer uptake, driving productivity of customer assets



Final remarks

Clear #1, strong momentum for further powder growth

- Powder is a sustainable and growing technology
- Growth acceleration is driven by sustainability, switch to powder and new spaces
- Leading position across regions and segments
- Investing ahead of growth to extend leadership
- Strong innovation pipeline with low-cure, new substrates, particle management technology and service propositions
- Full focus to deliver MSD% volume growth¹



Closing and Q&A

AkzoNobel



AkzoNobel

Thank you!

