

Investor update Q1 2020

April 22, 2020

AkzoNobel



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

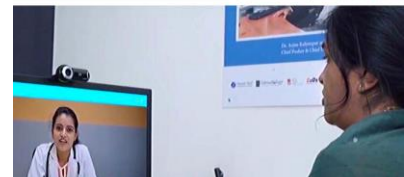
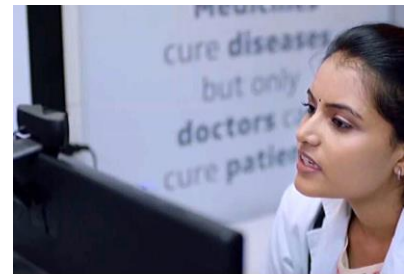


Q&A

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



Villagers living near Bangalore are receiving initial screening for COVID-19 through an existing e-health initiative which had been set up as part of the company's AkzoNobel Cares program. Following the outbreak, the focus of the community healthcare project was changed to help tackle the virus.



Progress towards 2020 financial ambition, even with initial impact from COVID-19

Q1 2020:

ROS*

Increased to **12.4%**
(2019: 9.1%)

Price/mix

Up **2%**

Adjusted EPS
(continuing operations)

54% higher

ROI**

Up at **18.3%**
(2019:16.2%)

**Adjusted operating
income**

31% higher

**€500 million share
buyback almost
complete**

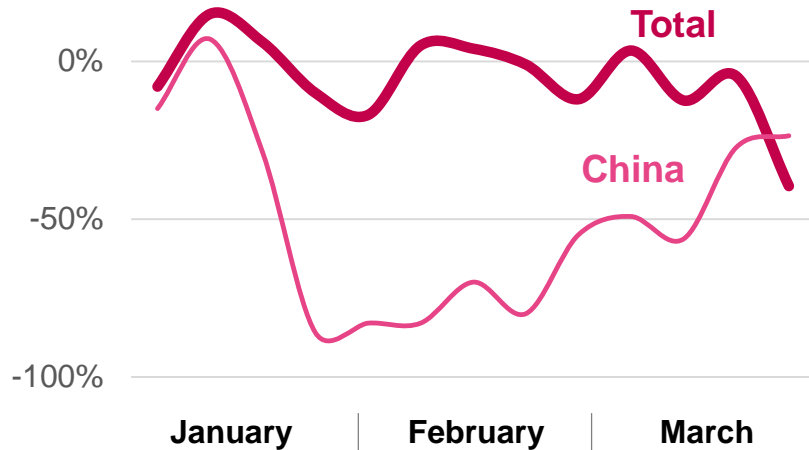
*ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)

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

COVID-19 impact significant in China, increasing in other regions and segments

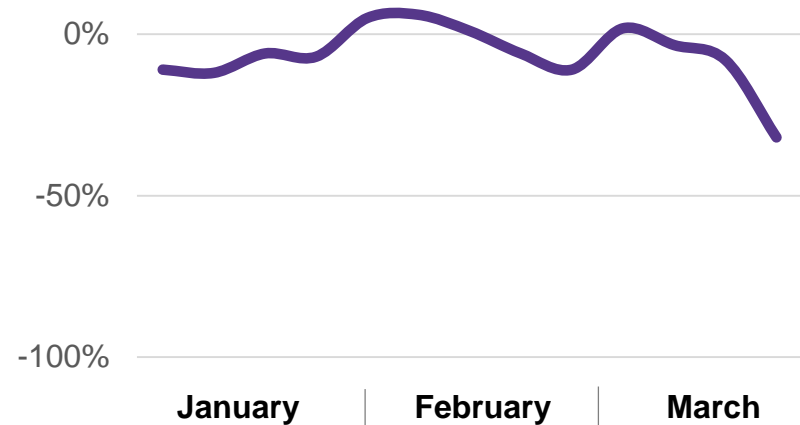
Decorative Paints

Revenue development Q1 2020 ($\Delta\%$)



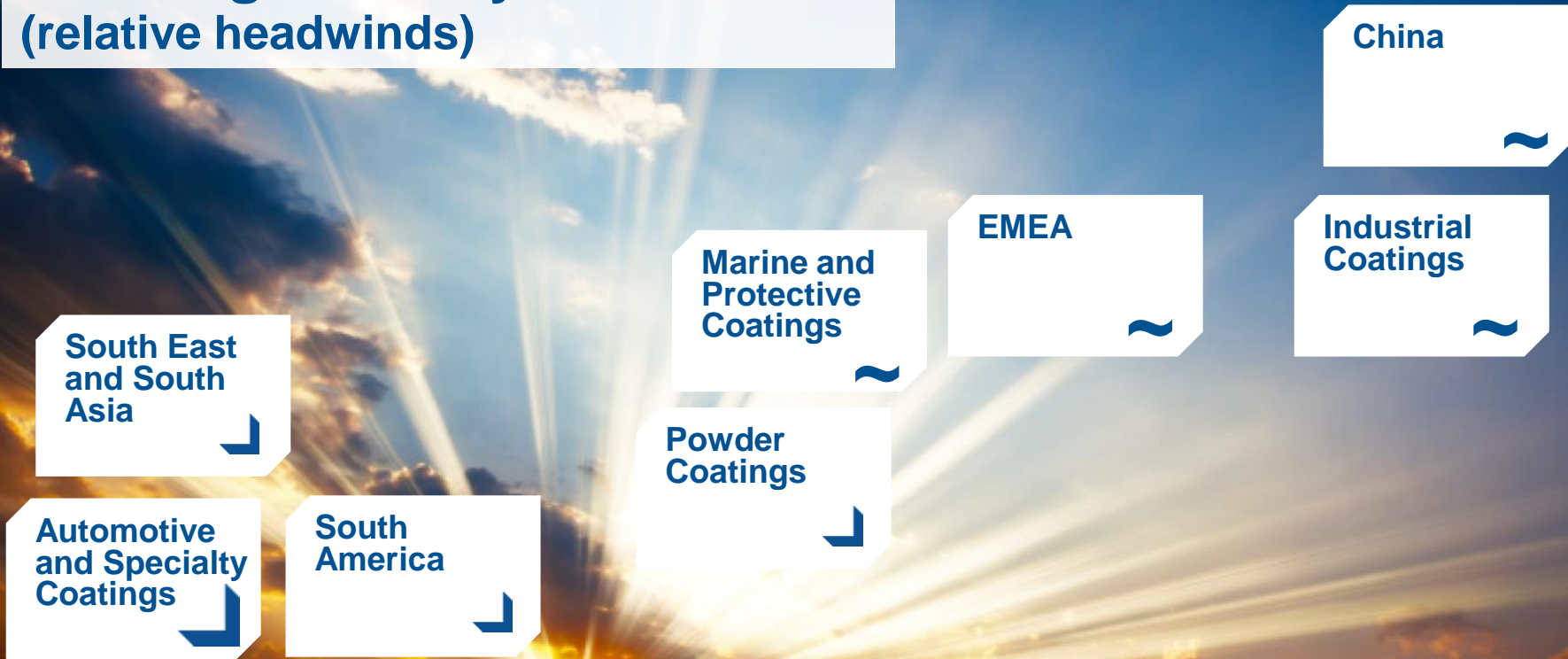
Performance Coatings

Revenue development Q1 2020 ($\Delta\%$)



End market demand expected to be significantly lower in Q2 (relative headwinds)

AkzoNobel



Key parts of transformation paused, taking steps to rapidly reduce costs



Sales force effectiveness
Margin management
Innovation excellence

Price/mix up 2%

Ongoing margin management in place



Global Business Services
Integrated Business Planning
ERP and systems platform

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



ALPS continuous improvement
Fit-for-purpose organization
Procurement excellence

Central procurement team ensured continuity of supply

Delivered €44m cost savings overall



High performance culture
Career and capability development
Core principles

Global and regional COVID-19 response teams in place

Focused AkzoNobel Cares program on COVID-19 response

Highest employee engagement (OHI score)

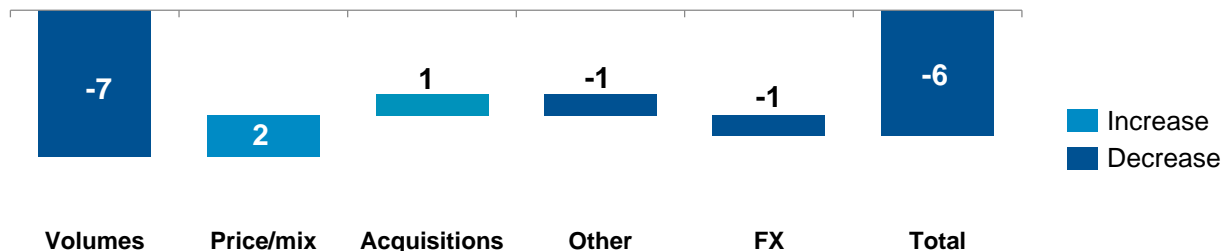
Financial review

Q1 2020 ROS* increased 330bps to 12.4%, despite softer end market demand

€ million	Q1 2019	Q1 2020	Δ%	Δ%CC
Revenue	2,185	2,058	(6%)	(5%)
Adjusted EBITDA	248	302	22%	
Adjusted operating income	163	214	31%	
Operating income	113	187	65%	
ROS¹ excluding unallocated cost	9.1%	12.4%		
ROS	7.5%	10.4%		
ROI% ² excluding unallocated cost	16.2%	18.3%		

- ↗ 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

Revenue development Q1 2020 (%)



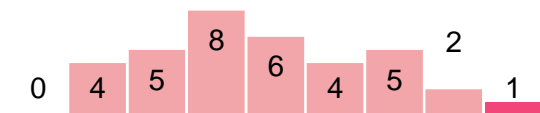
¹ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)

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

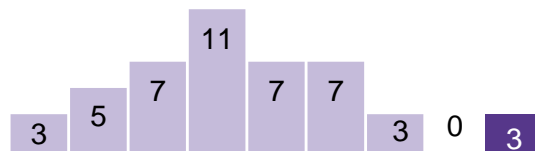
Decorative Paints

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



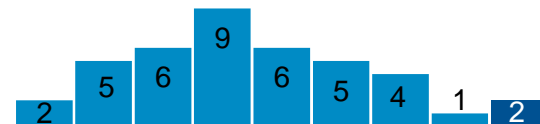
Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

Performance Coatings



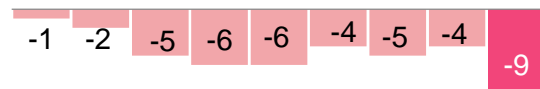
Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

Total

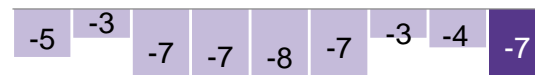


Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

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



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



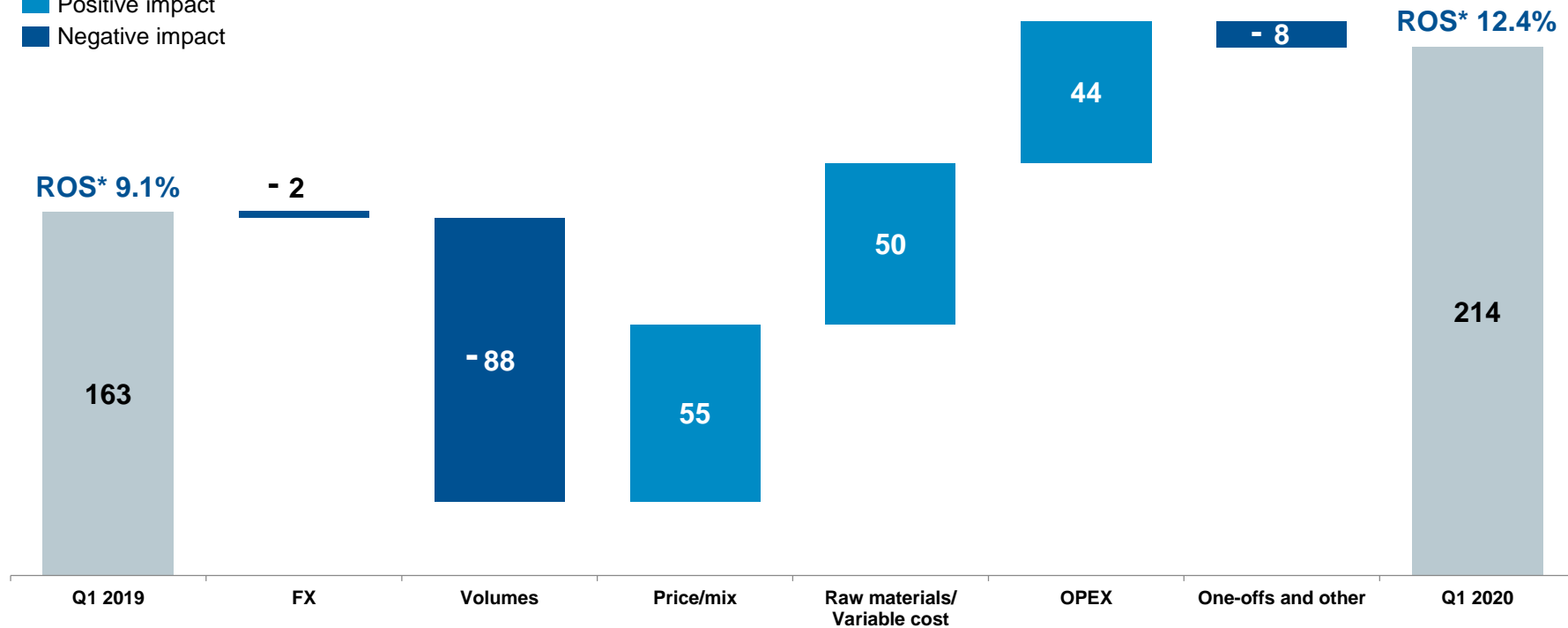
Q1 18 Q2 18 Q3 18 Q4 18 Q1 19 Q2 19 Q3 19 Q4 19 Q1 20

*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

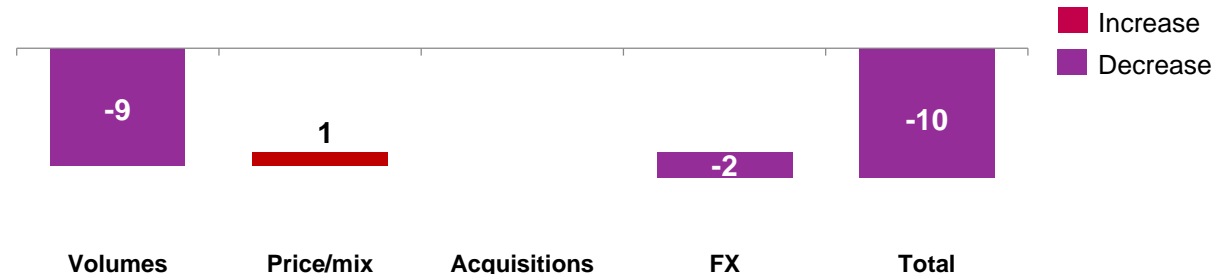


Decorative Paints ROS up 130bps at 8.5%, despite COVID-19 impact mainly in Asia

AkzoNobel

€ million	Q1 2019	Q1 2020	Δ%	Δ%CC
Revenue	836	754	(10%)	(8%)
Adjusted EBITDA	95	100	5%	
Adjusted operating income	60	64	7%	
Operating income	54	58	7%	
ROS¹	7.2%	8.5%		
RO _{IC} ²	12.0%	14.1%		

Revenue development Q1 2020 (%)



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.

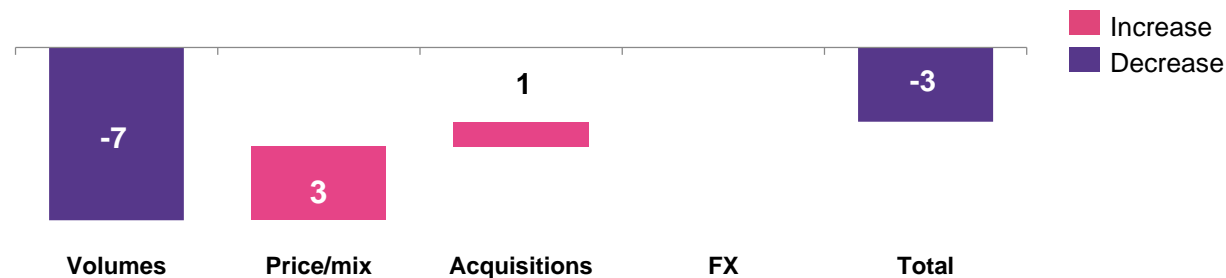
¹ROS = adjusted operating income as percentage of revenue (excluding unallocated cost)

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

Performance Coatings ROS 330bps higher, AkzoNobel while end market demand lower

€ million	Q1 2019	Q1 2020	Δ%	Δ%CC
Revenue	1,333	1,295	(3%)	(3%)
Adjusted EBITDA	182	230	26%	
Adjusted operating income	138	190	38%	
Operating income	97	182		
ROS¹	10.4	14.7		
ROIC ²	20.1	22.0		

Revenue development Q1 2020 (%)



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.

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).

Q1 adjusted EPS up 54% at €0.71 mainly due to higher operating income

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

Earnings per share (in €)	Q1 2019	Q1 2020
Total operations	0.28	0.59

Adjusted earnings per share (in €)	Q1 2019	Q1 2020
Continuing operations	0.46	0.71

- ↑ 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

€ million	Q1 2019	Q1 2020
EBITDA	198	277
Impairment losses	33	-
Changes in working capital	(421)	(353)
Pension pre-funding	(161)	-
Pension top-up payments	(478)	(5)
Other changes in provisions	(20)	(33)
Interest paid	(6)	(5)
Income tax paid	(30)	(34)
Other changes	-	(7)
Net cash from operating activities	(885)	(160)
Capital expenditures	(37)	(46)
Free cash flow	(922)	(206)
Net Debt	(1,259)	1,496
Leverage (Net Debt/EBITDA*)	(1.4)	1.2

- 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

Pension liabilities de-risked

€500m share buyback almost completed

Profitable organic growth

~2.5% capital expenditures/revenue

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



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



The first in a series of challenging sustainability ambitions have been announced, designed to accelerate the newly focused paints and coatings company towards zero waste and cut carbon emissions in half by 2030. These two key ambitions – and their related targets – are the first in a wave of measures and focus on the “Planet” element of the company’s new “People. Planet. Paint.” approach to sustainability.



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

AkzoNobel



Annual general meeting of Shareholders
Report for the second quarter

April 23, 2020
July 22, 2020

A focused, high performing, paints and coatings company

AkzoNobel

- ↗ 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



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

€ million	Q1 2019		Q2 2019		Q3 2019		Q4 2019	
	Reported	Represented	Reported	Represented	Reported	Represented	Reported	Represented
Decorative Paints EMEA	506	498	620	611	573	565	462	454
Decorative paints South America	99	98	103	102	121	120	139	137
Decorative Paints Asia	240	240	284	284	283	283	277	277
Other/eliminations	(1)	-	(2)	0	0	0	(1)	0
Decorative Paints total	844	836	1,005	997	977	968	877	868
Powder Coatings	298	298	317	316	314	313	305	302
Marine and Protective Coatings	300	295	341	338	335	331	330	326
Automotive and Specialty Coatings	336	319	364	345	344	326	344	328
Industrial Coatings	424	420	445	439	451	441	411	407
Other/eliminations	(19)	1	(22)	0	(26)	2	(29)	3
Performance Coatings total	1,339	1,333	1,445	1,438	1,418	1,413	1,361	1,366
Other/eliminations	2	16	1	16	3	17	4	8
Total	2,185	2,185	2,451	2,451	2,398	2,398	2,242	2,242

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”