

AKZO NOBEL UK GROUP OF COMPANIES

AKZO NOBEL UK TAX PRINCIPLES

This tax strategy document applies to the Akzo Nobel UK group of companies (“Akzo Nobel,” “Akzo Nobel UK” or “the Group”). The document is published by Akzo Nobel as part of its obligations under Section 161, and Paragraph 16, Schedule 19, Finance Act 2016, and relates to the year ended 31 December 2025.

Akzo Nobel also publishes the Group’s Global Tax Principles. The 2025 document can be viewed on the AkzoNobel website at:

<https://www.akzonobel.com/en/about-us/governance-/policies---procedures/tax-principles->

Akzo Nobel also has a code of conduct which can be viewed on the Akzo Nobel website at:

<https://www.akzonobel.com/en/about-us/governance-/policies---procedures/code-of-conduct>

The Akzo Nobel Group Global Tax Principles details Akzo Nobel’s approach to Tax on a global basis and describes Akzo Nobel’s Group Tax Strategy and Tax Principles. The UK Tax Principles Statement complements the Group’s Global Tax Principles statement.

Approach of the Group to UK tax risk management and governance

Akzo Nobel UK acknowledges that tax risk arises due to the size and geographical nature of its business together with the volume and complexity of tax legislation and differences in interpretation of that legislation. Akzo Nobel acknowledges that the identification, mitigation and management of tax risks are central to its tax strategy.

Akzo Nobel UK has policies and processes in place to ensure the integrity of tax filings and other tax compliance in the UK.

Akzo Nobel UK seeks to be transparent in its tax affairs and seeks to be compliant with all relevant UK tax legislation. The Group manages tax governance through internal controls in order to reduce tax risk to an acceptable level.

There is regular communication between the Board of Directors and the finance and tax functions in respect of tax compliance matters. The tax compliance is managed in partnership with external tax advisers. The Group tax department is involved in business and commercial decisions which may have a tax impact. The Group arranges its operations and finances in a tax efficient manner, but all transactions are required to have a commercial rationale and business purpose.

The Group adheres to OECD arm’s length principles in respect of transfer pricing matters.

Attitude of the Group towards tax planning

The Group does not engage in artificial transactions for the purpose of reducing UK taxes. However, the Group will consider undertaking transactions in a way that gives rise to UK tax efficiencies, providing this is aligned to the Group’s commercial objectives and complies with the relevant UK tax legislation. The Group also takes advantage of UK tax incentives granted by the UK government such as research and development tax credits.

The Group's tax planning objectives, which are considered to be conservative, aim to support the commercial requirements of the business by ensuring that the Group's affairs are carried out in the most tax efficient manner whilst remaining compliant with all relevant laws. Accordingly, the tax function is involved in the commercial decision-making process and provides appropriate input into business proposals to ensure an understanding of the tax consequences of commercial decisions.

The Group is committed to acting with integrity, honesty and transparency. The financial professionals who deal with tax matters are required to adopt this approach in all tax matters. They are also expected to maintain the high ethical standards demanded by the professional bodies to which they belong, and to adhere to the Akzo Nobel Code of Conduct (referred to earlier in this document).

Akzo Nobel UK seeks advice from external tax advisers and legal firms as appropriate to ensure correct interpretation of relevant tax law.

Attitude of the Group towards tax risk

Akzo Nobel UK recognises that tax risk will arise, despite its conservative approach to tax planning. It seeks to manage the risk through compliance with UK tax legislation (both the letter and the spirit of the law), adhering to the Tax Control Framework referred to in the Group's Global Tax Principles statement, and with support from external tax advisers as appropriate.

Akzo Nobel UK acknowledges that compliance with tax legislation is critical to managing tax risk. The Group appreciates the importance of tax in the wider context of business decisions and has processes in place to ensure tax is considered as part of commercial decision-making processes.

Akzo Nobel UK has relationships with external professional advisers, which allows the Group to seek expert advice on specialist areas of tax, as may be required. Where there is doubt as to the tax treatment of any particular transaction, Akzo Nobel UK would only proceed on the basis of advice received from one or more external tax adviser as may be appropriate.

The approach of the Group towards its dealings with HMRC

Akzo Nobel UK aims to avoid unnecessary disputes with HMRC. This is achieved through acting in an open, honest and transparent manner in all dealings with HMRC. The Group makes clear and accurate tax disclosures in all tax returns and supporting documentation, and complies with all relevant legal disclosures. All information is presented to HMRC as clearly as possible.

In addition, the Group has regular meetings and other communications with HMRC to discuss current business initiatives in real time and, where appropriate, will seek pre-transaction clearances from HMRC. Akzo Nobel is subject to an Annual Business Risk Review assessment by HMRC as part of its annual routine corporation tax compliance cycle.

Akzo Nobel UK conducts all interactions with HMRC in an open, collaborative and professional manner. The Group seeks to resolve issues with HMRC in a timely manner and where disagreements arise to work with HMRC to resolve issues by agreement wherever possible.