

AkzoNobel



Creating the future since 1646

# Welcome to AkzoNobel



We're a leading global producer of paints, coatings and specialty chemicals.

Chances are we've already met, you just didn't know it at the time. Because we most likely play some kind of role in your daily routine.

Our innovative products might be on the wall of your house, in the food that you eat, on your mobile device or laptop, in the cosmetics you use, on your furniture, in your lighting or on the cars, airplanes and boats that you travel in.

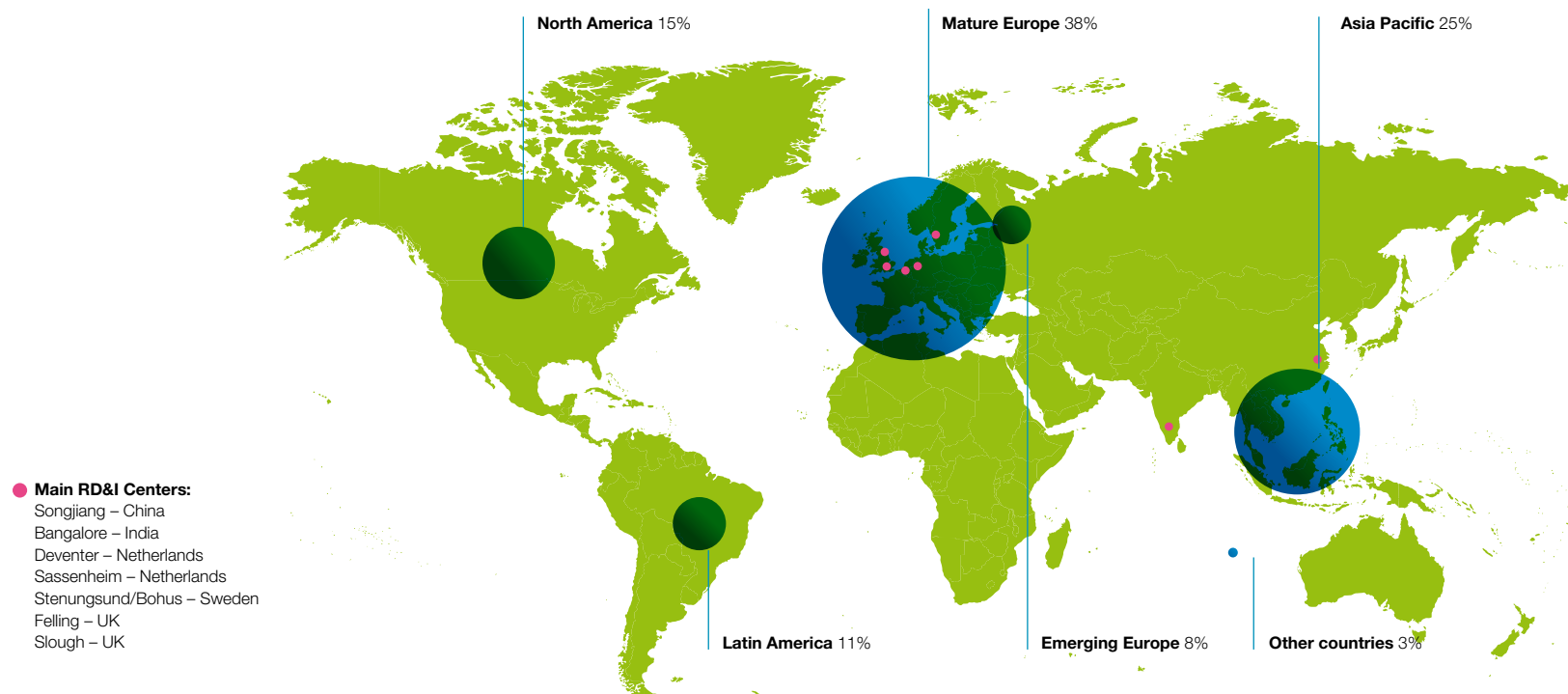
Our heritage can be traced back more than 350 years and we currently employ around 50,000 people in over 80 countries. We're consistently ranked as one of the leaders in the area of sustainability and we love developing new products and technologies that help meet the growing demands of our fast-changing world.

So, whether you're a customer or a consumer, we're always there when you need us.

Find out more by joining us on a tour through the world of AkzoNobel.

## The world of AkzoNobel

 Key regions  
(by revenue)



### We make and supply:

Paints

Coatings

Specialty chemicals

### No. 1 market leadership positions (selected):

- Agricultural applications
- Bleaching chemicals
- Chelates and micronutrients
- Coil and extrusion coatings
- Decorative paints (continental Europe/SEAP\*)
- Industrial wood finishes
- Monochloroacetic acid (MCA)
- Powder coatings
- Protective coatings
- Specialty plastics coatings

### Revenue (in € billions) by Business Area

€14.6

Decorative Paints	28%
Performance Coatings	38%
Specialty Chemicals	34%

### Revenue by end-user segment

Buildings and Infrastructure	44%
Transportation	16%
Consumer Goods	16%
Industrial	24%

 **50,000**  
employees

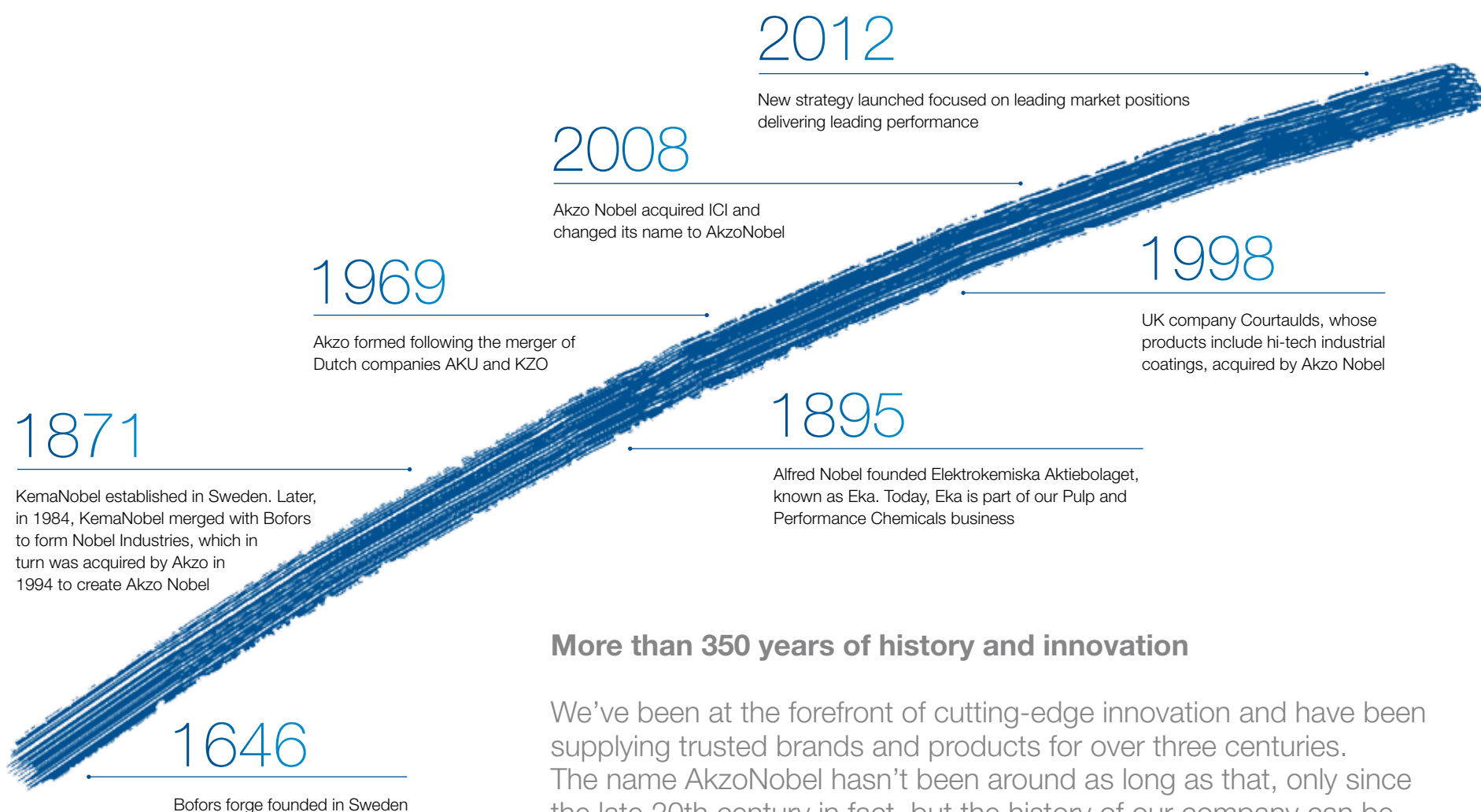
 **200+**  
production sites

 **80+**  
countries

\* South East Asia and Pacific

Figures relate to 2013 unless otherwise stated





## More than 350 years of history and innovation

We've been at the forefront of cutting-edge innovation and have been supplying trusted brands and products for over three centuries. The name AkzoNobel hasn't been around as long as that, only since the late 20th century in fact, but the history of our company can be traced all the way back to 1646.

And it's a heritage we're extremely proud of, not least because one of our founding fathers was Alfred Nobel (pictured), of Nobel Prize fame. His industrial legacy became part of Nobel Industries in Sweden, which merged with Dutch company Akzo in 1994 to create Akzo Nobel. Then, following the acquisition of ICI in 2008, a major rebranding resulted in a subtle change to the AkzoNobel name we use today.

It's been an exciting journey, full of pioneering developments and breakthrough research. And it's a journey which is entering a new age of discovery as we continue to introduce revolutionary and sustainable technologies to meet the growing demands of our fast-changing world.





Without AkzoNobel, the world around us would be a very different place.

Our Decorative Paints, Performance Coatings and Specialty Chemicals businesses are constantly striving to develop better and more sustainable products and technologies for you to use every day.

In this aerial shot of Hong Kong alone, there could be hundreds of our products in use. You can't always see them, but they play an essential role.

Whether they influence your lifestyle, how you travel or even your work environment, we're committed to creating a future which makes life better not only for all of us, but for the planet as well.



# More value, fewer resources

You might wonder why we have put sustainability right at the front of our company brochure. The answer is simple. Because it's positioned at the forefront of everything we do.

We know that in order to secure our own success – and that of our customers – we have to do more with less if we're to create more value from fewer resources.

But if we're to take advantage of sustainable growth opportunities, we have to accelerate the pace of our commitment. We have to better understand the changes that will be required in our market segments and work together with customers and suppliers to develop leading solutions to fulfil those needs. Not only will this drive our success, but it will also support the sustainability ambitions of our partners.

There's still a lot to do, but we're proud of what we have already achieved while making sustainability an integral part of our business strategy and culture. On the product side, we're fully focused on developing technologies that offer clear sustainability benefits. In fact, by 2020, we aim to achieve a revenue share of at least 20 percent from products with a sustainability advantage for customers. One great example is our Dulux Weathershield SunReflect paint, which lowers the temperature of external walls by up to 5°C, substantially reducing the need for air conditioning inside.

Our commitment to making our products and operations more sustainable – while being socially responsible – has also resulted in a number of important improvements at our production facilities. In the UK, for example, we have developed an award-winning system for harvesting rainwater which is significantly reducing annual fresh water usage. The same system is being installed at our new, state-of-the-art UK paint facility in Ashington, opening in 2014. We're also installing new membrane electrolysis technology at our chlorine facility in Frankfurt am Main, Germany, which will cut the site's carbon footprint by 30 percent.

As we strive for continuous improvement, one of our latest commitments is to reduce the cradle-to-grave carbon footprint of our products by more than 25 percent by 2020 (compared with 2012). We're also making tremendous progress with our

community initiatives, particularly in Brazil, where a program to revitalize local neighborhoods now totals more than 1,000 projects. Other key areas where we are taking major steps to further improve performance include safety and employee focus.

All of this builds on our long-standing reputation as a leader in the field of sustainability, evidenced by our consistently high ranking on the Dow Jones Sustainability Index. And as we continue to turn challenges into opportunities, we have a clear vision of how we plan to do radically more with less. Of how we will take the next major leap forward in our ongoing journey to connect value creation to resource efficiency, while innovating for a better world and encouraging positive social change.



At least **20%**

is the share of revenue we aim to achieve by 2020 from products with a sustainability advantage for customers.



More than **25%**

is the reduction we aim to achieve in our cradle-to-grave carbon footprint per ton of product by 2020.




Number **1**

was our position in the Materials industry group on the 2013 Dow Jones Sustainability Indices.

[akzonobel.com/planetpossible](http://akzonobel.com/planetpossible)





When people ask us what sustainability means to AkzoNobel, we tell them that our success depends on it. We know only too well that our future hinges on our ability to do radically more while using less.

More innovation, less traditional solutions; more renewable energy and materials, less fossil-based; more value chain focus, less introvert thinking. We have to turn what is an obvious challenge into a clear opportunity and bring more value to our customers and society in general.

How? By proving that the world being limited by resources doesn't mean our ambition and imagination have to be restricted as well.

So we have adopted a strategy of radical efficiency which involves us working with customers and suppliers to open up infinite possibilities in a finite world. It's our commitment to finding opportunities where there don't appear to be any.

Welcome to Planet Possible.





# Our businesses

## Decorative Paints

Whether our customers are professional decorators or keen DIY-ers, they want great paint that gives a great finish. We supply a huge variety of quality products for every situation and surface, including paints, lacquers and varnishes. We also offer a range of mixing machines, color concepts and training courses for the building and renovation industry, while our specialty coatings for metal, wood and other critical building materials lead the market.

The business operates three units:

- Decorative Paints Europe
- Decorative Paints Asia
- Decorative Paints Latin America

Brands include Dulux, Sikkens, Flexa, Coral, Sadolin and Hammerite.

Some of our customers: Thousands of paint distributors around the world and large retail outlets such as B&Q, Leroy Merlin and OBI.

## Performance Coatings

We're world leaders in performance coatings. Our global reputation for quality and reliability is based on our innovative technologies and first-class service and distribution. We have an extensive portfolio, supplying high performance paints and coatings for ships, yachts, cars, trucks and buses, structural steel, architectural components, beverage cans, furniture, aircraft, mobile devices, flooring and household appliances.

The business operates four units:

- Automotive and Aerospace Coatings
- Industrial Coatings (e.g. coil, wood and packaging)
- Marine and Protective Coatings
- Powder Coatings

Brands include International, Interpon, Sikkens, Awlgrip, Chemcraft, Resicoat, Wanda, Trinar and Zwiherhorn.

Some of our customers: Airbus, BP, Boeing, Bosch, Dell, Ford, IKEA, Philips, Samsung, Shell, Toyota, Whirlpool.

## Specialty Chemicals

As a major producer of specialty chemicals with leadership positions in many markets, we make sure that industries worldwide are supplied with high quality ingredients and process aids for the manufacture of life's essentials. These include products used in paints, detergents, foods, plastics, cosmetics, construction, pulp and paper, pharmaceuticals, electronics, agro and oilfield applications.

The business operates four units:

- Functional Chemicals (e.g. chelates, ethylene amines)
- Industrial Chemicals (e.g. chlor-alkali, caustic soda, salt)
- Pulp and Performance Chemicals
- Surface Chemistry

Brands include AkzoNobel, Dissolvine, Eka, Expancel, Jozo, Kromasil, Ecosel, Bindzil and Biostyle.

Some of our customers: BASF, Bayer, Dow, GE, Huntsman, Monsanto, P&G, Shin-Etsu, Stora Enso, Unilever.



AkzoNobel concentrates its worldwide activities into three main areas of business: Decorative Paints, Performance Coatings and Specialty Chemicals. Each of these operates its own units, serving specific regional and global markets and end-user segments.

All are focused on achieving our vision of leading market positions delivering leading performance. Our strategic ambitions put a strong emphasis on expanding in the world's high growth markets, which in 2012 accounted for almost half our revenue of €15.4 billion.

And everything we do is driven by an unwavering focus on our customers, a deeply embedded commitment to sustainability leadership, an insatiable appetite for innovation and a passionate approach to talent development.



# Our end-user segments



We supply a wide variety of products to build, decorate, protect, maintain and renovate building interiors and exteriors. Various products are also used for the construction and maintenance of infrastructure, such as airports, bridges and roads. We divide our global Buildings and Infrastructure activities into three specific sub-segments:

## **New build projects**

- Residential
- Commercial
- Infrastructure

## **Maintenance, renovation and repair**

- Residential
- Commercial
- Infrastructure

## **Building products and components**

- Windows
- Doors
- Joinery
- Flooring
- Roofing and siding
- Structural components

We supply products that are widely used in the maintenance of cars, trucks, ships, airplanes and trains, as well as for parts manufacture and assembly. They play important functional roles, such as protection and aesthetics. Our specialty chemicals are also key parts of the process that makes components. We are active in three sub-segments:

## **Automotive repair**

- Aftermarket refurbishment and modification of cars and trucks
- Repair of damage to cars and trucks

## **Automotive OEM, parts and assembly**

- Interior and exterior components and systems for cars and trucks, including:
  - Bumpers
  - Instrument panels
  - Wheels
  - Assembly of cars, light vehicles and commercial vehicles

## **Marine and air transport**

- Ship and yacht new build
- Ship and yacht maintenance, repair and refurbishment
- Airplane new build
- Airplane maintenance, repair and refurbishment

We supply numerous products used in consumer electronics, furniture, domestic appliances, food and beverage, personal care and cleaning. Our specialty chemicals are either vital to the process that makes components, or they are key functional ingredients. Our coatings also play an aesthetic or design role. We are active in two specific sub-segments:

## **Consumer durables**

- Consumer electronics
- Domestic appliances
- Wood furniture and cabinetry
- Metal furniture
- Toys, recreational and sports equipment

## **Consumer packaged goods**

- Packaged (particularly canned) food and beverage
- Personal care products such as hair and body care
- Industrial cleaning
- Household cleaning
- Micronutrients
- Pharmaceuticals

We supply products for oil and gas, metals and mining, electricity/utilities, agriculture, chemical manufacturing and pulp and paper. They are used during production, or play a functional role in the end product. We also sell liquid protective and powder coatings, which provide functionality such as fire and corrosion protection. We have two sub-segments:

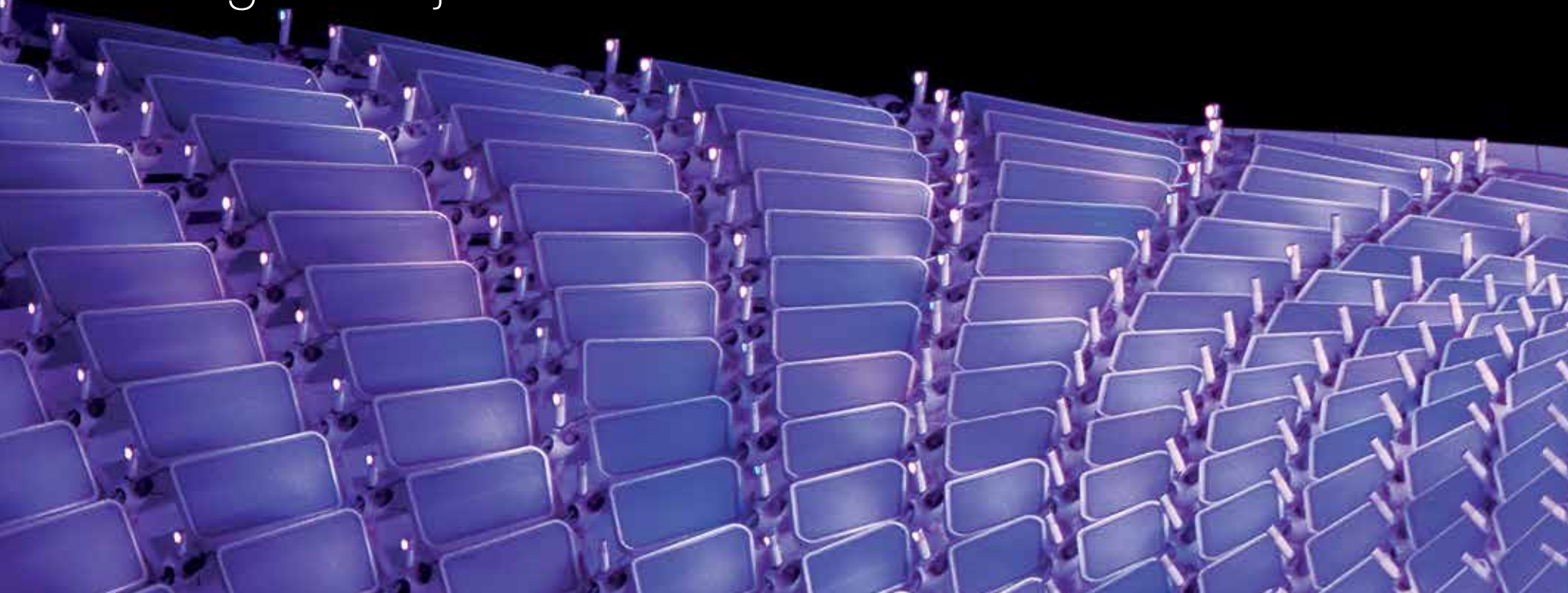
## **Natural resource and energy industries**

- Oil and gas extraction
- Metals and mining
- Energy and electricity generation
- Water and wastewater treatment
- Agriculture


## **Process industries**

- Bulk chemicals
- Specialty chemicals
- Pulp production
- Paper manufacturing

Most of us live, work, shop or spend part of our leisure time in a building. So it's important to feel safe and protected. That's where we come in. Our products are all around you – on walls, furniture, structural steel, floors, windows and roofs. You can't always see them, but they are doing a vital job.







When you can see our coatings, it's usually our decorative products or architectural powders, which add a welcome splash of color to homes, buildings and structures of all shapes and sizes.

Meanwhile, our extensive range of protective coatings systems provide a vital barrier against corrosion and abrasion in many different environments. We also supply products for restoration, coil and extrusion coatings that offer proven durability, and fire protection coatings that expand and insulate (intumesce) when exposed to high heat, helping to maintain structural integrity and giving people more time to escape to safety.

Our commitment to innovation also means that we continue to develop more sustainable technologies with increased functionality (e.g. light reflectance and antibacterial properties), which help reduce energy use and keep internal areas free from infection.

# We make buildings better



**8,000** liters

of our Sikkens paint was used for the restoration of the Rijksmuseum in Amsterdam, the Netherlands.

**8** different

Interpon powder coatings products were used on the Shard tower in London, Western Europe's tallest building.

**5** stadiums

used at the 2010 football World Cup in South Africa featured our coatings.

**AkzoNobel businesses most active in Buildings and Infrastructure**

- Decorative Paints
- Marine and Protective Coatings
- Industrial Coatings
- Powder Coatings
- Industrial Chemicals
- Functional Chemicals
- Surface Chemistry

New York's iconic Brooklyn Bridge features products from our International Paint range.





Supplying products for the global construction industry and home improvement sector is a vital part of our business. In fact, almost half our revenue is generated from the Buildings and Infrastructure end-user segment.

Every component in a building or structure plays a vital role and we supply a full range of high performance coatings systems that meet the most exacting industry standards.

Our global scale and unrivaled expertise mean we can coat any surface, in any country, in any color. Whether a project needs protective or decorative coatings, powder coatings, coil coatings or wood adhesives, we have the right technology.

The size of the project or the complexity of the location isn't a problem either. Be it a single room in a house, a major building restoration, a whole skyscraper, bridge, airport, sports stadium, shopping mall or train station, we can deliver a full range of products for decoration, construction and maintenance and can also oversee on-site installation work. We even take care of major signage and rebranding projects.

And the number of products in our portfolio with an environmental advantage over the competition is steadily increasing, so we are highly capable of meeting the growing demand from customers for low carbon products and more sustainable solutions.

But it's not just our coatings businesses that supply the global Buildings and Infrastructure market. Many of our Specialty Chemicals businesses also provide vital products, such as chlorine for PVC, performance additives for cement, polysulfides for sealants, process aids for asphalt and essential ingredients for paint manufacture.

#### Take a look at just some of the major landmarks and structures that feature our products:

**Bridges:** Sydney Harbor Bridge (Australia); Tower Bridge (UK); Hangzhou Bay Bridge (China); San Francisco Oakland Bay Bridge (US); Øresund Bridge (Sweden/Denmark).

**Sporting venues:** Old Trafford and Etihad Stadium, Manchester, UK; Maracanã (Brazil); Bird's Nest (China); Buddh International Circuit (India); Nelson Mandela Bay Stadium (South Africa); Lincoln Financial Field (US).

**Buildings:** Masdar City (UAE); New York Times building (US); Beijing International Airport (China); Cooled Conservatories at Gardens by the Bay (Singapore); New Acropolis Museum (Greece); La Scala Opera House (Italy).

#### Where some of our products are used:



**Pictured from the top:** Our coatings are being used on all seven continents, including the Sheikh Zayed Bridge (UAE), Shanghai's World Expo Cultural Center, the British Antarctic Survey's Halley VI research station and the Rijksmuseum in Amsterdam, the Netherlands.



**We make transport  
more efficient**





Whether it's got wheels, wings or travels on water, we supply manufacturers and operators with advanced coatings systems that play a crucial role in the global transportation sector.

We realize, however, that in the 21st century, paint has to be more than just paint. That's why we develop market-leading products and technologies that not only offer world class functionality and performance, but also provide customers with all-important cost and efficiency benefits. Such as eco-friendly marine antifoulings that help vessels use less fuel, and automotive and aerospace coatings that reduce waste and energy use and maximize productivity.

Yet while we are constantly striving to reduce our own environmental impact and that of our customers, one thing we never do is compromise on quality. Our reputation has been built on centuries of expertise and we will continue to innovate to help drive the world further along the road to a more sustainable future.

More than **34,000**  
ships have been coated with our  
Intersmooth antifouling technology.

Over **1,000**  
powder-coated vehicles featuring our  
Interpon products have rolled off the Tata  
production line in Dharwad, India.

Around **600**  
American Airlines aircraft are being  
rebranded using our Aerodur Base Coat/  
Clear Coat system.

### **AkzoNobel businesses most active in Transportation**

Automotive and Aerospace Coatings  
Marine and Protective Coatings  
Powder Coatings  
Industrial Chemicals

Life in the 21st century revolves heavily around transportation and you'd be hard pushed to find a mode of transport that doesn't use at least one of our products.

Whether they are used on the outside, the inside, for repair or during the manufacturing process, we supply a comprehensive range of advanced coatings systems and color technologies for virtually everything that moves.

From ships, yachts, trucks and construction equipment to planes, trains and automobiles – including their systems and components – we serve customers around the world with market-leading products and services.

Our customers include vehicle bodyshops, original equipment manufacturers, yacht makers, fleet owners, shipping lines, major bus and truck producers, automotive companies, agricultural equipment suppliers and the aircraft industry.

All have exacting standards and specifications, so as well as delivering cutting-edge products, we provide unrivalled color expertise, outstanding customer service, global distribution excellence and technical support. We are also committed to providing a perfect color match for any customer anywhere in the world – vital when you take your car in to be repaired, for example.

But market needs are ever-evolving, which is why we operate numerous research centers dedicated to developing products that provide both sustainability benefits and increased functionality. Recent examples include a self-healing vehicle clearcoat which makes minor scratches disappear when exposed to sunlight, and an antifouling for yachts which uses water-activated matrix technology to provide outstanding performance with reduced environmental impact.

### **Here's just a sample of some of the other cutting-edge products and services we supply to the Transportation segment:**

**Automotive:** stickerfix – a smart, do-it-yourself solution for minor paint damage; Automatchic 6i – a six-angle color checker which measures color and identifies effects and texture.

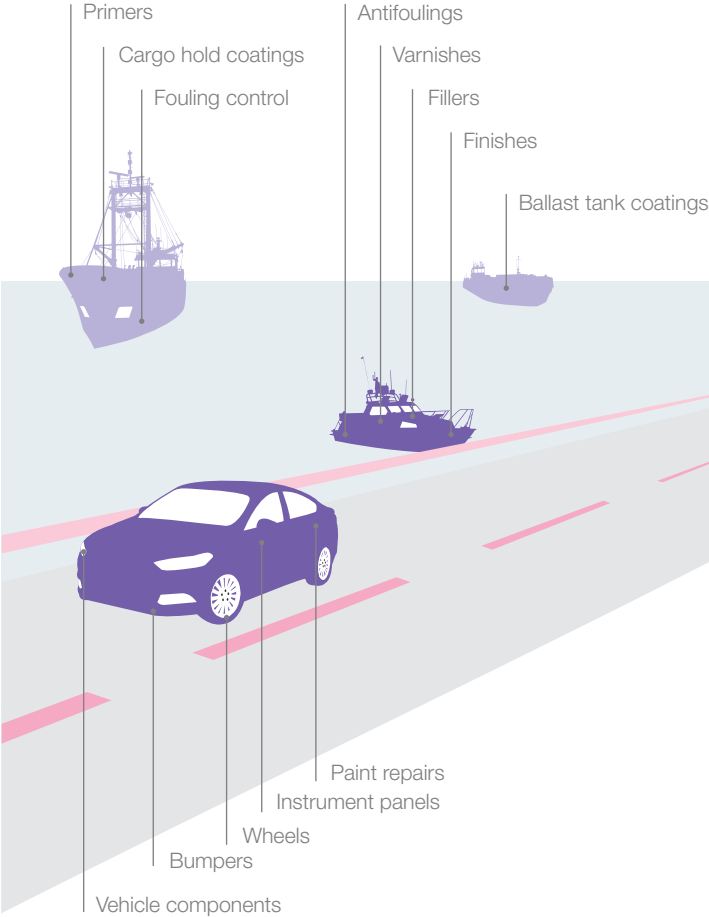
**Marine:** Intersleek 1100SR – the industry's first biocide-free, fluoropolymer based, fouling control coating, featuring unique patented slime release technology which combats micro-fouling on ships' hulls; Intercept 8000 LPP – a biocidal anti-fouling featuring a new polymer (Lubyon) developed together with our Surface Chemistry business.

**Aerospace:** Aerobase – next generation basecoat/clearcoat system with reduced process cycle times and extended durability; Aerofine – a range of fast-drying, waterborne coatings for aircraft cabin interiors.





Where you can find some of our products:



# We make your life easier

It always helps when life becomes just that little bit simpler, so we've made it our job to help ease you through your daily routine.





From supplying products that help get your clothes and dishes cleaner, to ensuring that your canned drinks taste great and your mobile phone looks extra stylish, we're never too far away when you need us most. We might even have helped you to have a great hair day.

We also work closely with customers and designers to make sure we're setting the latest color trends. Because you wouldn't want to be accused of being so last year.



There's a **50%** chance that if you pick up a drinks can anywhere in the world, it will be protected with our packaging coatings.

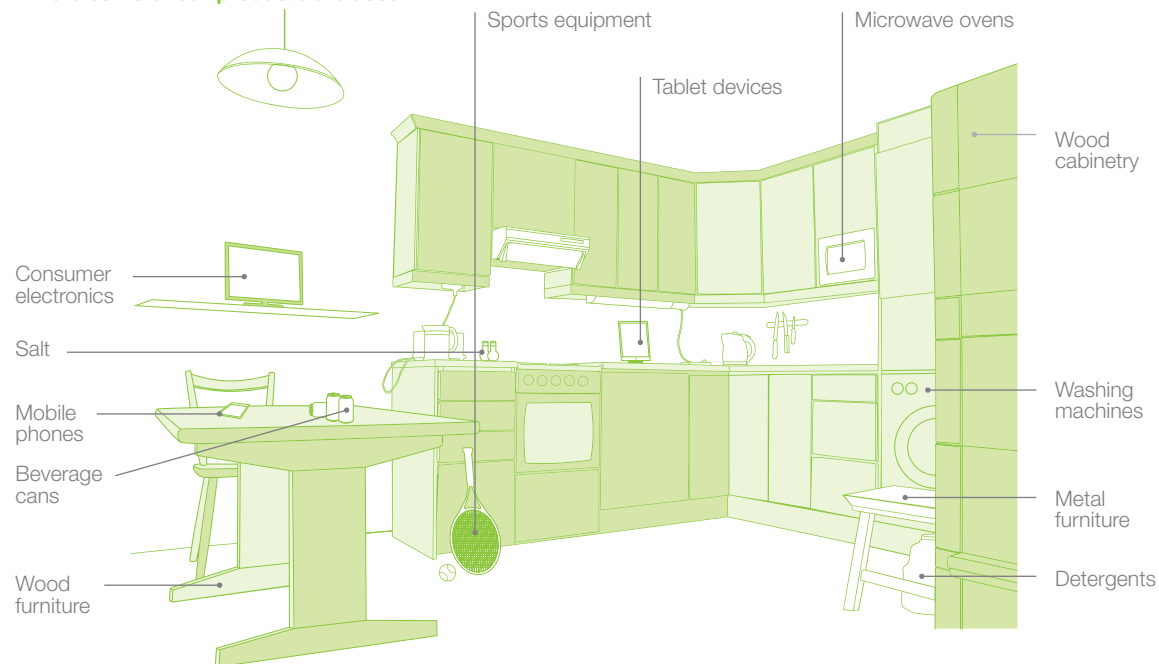
Around **40%** of all notebook computers sold in 2013 will have our coatings on them.

More than **50%** of the material in BioStyle, which we supply for use in hairstyling products, is renewable.

### AkzoNobel businesses most active in Consumer Goods

Industrial Coatings  
Powder Coatings  
Surface Chemistry  
Functional Chemicals

### Where some of our products are used:



As the world's population continues to rise, demand for consumer goods is only likely to increase, and so is the need for sustainable products that we supply to the Consumer Goods segment.

For AkzoNobel, this particular market covers a broad range of applications that are familiar to all of us. Walk into any supermarket, for example, and you'll probably find that you're surrounded by our products.

We produce packaging coatings used in the manufacture of food and beverage cans. We make colloidal silica for consumer electronics. We supply chelates used in dishwashing which lower the environmental impact of detergents. Our surfactants and polymers are important ingredients in personal care products, while our zero VOC powder coatings can be found on appliances and consumer electronics.

And when they're not proving vital to the process that makes components, or working as key functional ingredients, our products are most likely to be playing an important aesthetic, protective or design role.

So if by some chance you don't own a washing machine, TV, laptop or mobile phone, then our products might be in your furniture – because we're also a leading supplier of wood finishes and adhesives – or your evening meal, because we supply various products to the food industry, including regular and low sodium salt.

And when it comes to innovation, we continue to produce new lines of more sustainable products, even before our customers ask for them.







# We make production run smoothly

Take a look around you. It might sound far-fetched, but chances are we were involved in the manufacture of something that you're either wearing, eating, sitting on, traveling in, holding, or is in your line of sight.





Because we're one of the leading suppliers to the worldwide industrial sector. Which means if at least one of our specialty chemicals isn't present in the final product, chances are they will have been used during the manufacturing process.

Our role in these often complex processes is vital. We supply key ingredients that help our customers to manufacture their own products as efficiently, sustainably and cost-effectively as possible.

And it's not just paper, plastic, electronics, paint or clothing that we're involved with. We also contribute to many other industrial sectors that help the world go round. So we might even have played a role in bringing fuel to your car and gas or electricity to your home. Not to mention helping to ensure that the roads are safer to drive on in winter.

Up to **5%**  
of a chlorine production plant's total energy  
can be saved by using our Ecosel industrial  
salt with biodegradable anti-caking agent.

**€80 million**  
is the amount we've invested in a Chemical  
Island to directly supply products for the  
Suzano Maranhão pulp mill in Brazil.

**175** wind turbines  
that make up the London Array offshore  
wind farm are coated with our protective  
coatings.

### AkzoNobel businesses most active in the Industrial segment

Functional Chemicals  
Industrial Chemicals  
Pulp and Performance Chemicals  
Surface Chemistry  
Marine and Protective Coatings  
Powder Coatings

Manufacturing makes the world go round. Everything we use, every day, started life on some kind of production line. And no matter what it is that's being made, it will need a variety of raw materials that end up in the final product, as well as important processing aids that enable it to be manufactured and delivered.

For AkzoNobel, this represents the Industrial end-user segment, our second largest in terms of revenue and one with increasing demands for sustainable solutions. We supply a huge variety of specialty chemicals for a vast range of industries, all of which play a crucial role in making thousands of essential products. Some of our coatings products also feature prominently in this segment.

Examples of the products we supply include chlorine and caustic soda, which are key building blocks for making chemicals. We also produce chelates and surfactants for oilfield, gas and mining applications; surfactants, ethylene amines and sulfur products for agriculture; chemicals and customized

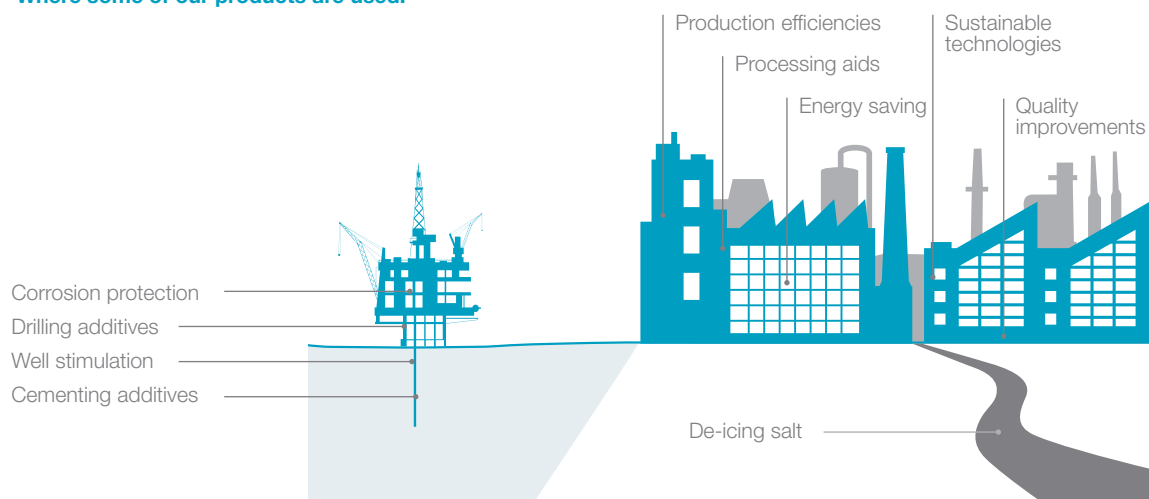
solutions for bleaching pulp; and organic peroxides, metal alkyls and polymer additives for making plastic.

In the energy sector, along with the chemicals used in oil and gas, we also supply the same industries with coatings, primarily to provide functionality such as fire and corrosion protection. In addition, we produce internal and external powder coatings for pipelines, while our protective coatings are increasingly being used for wind turbines.

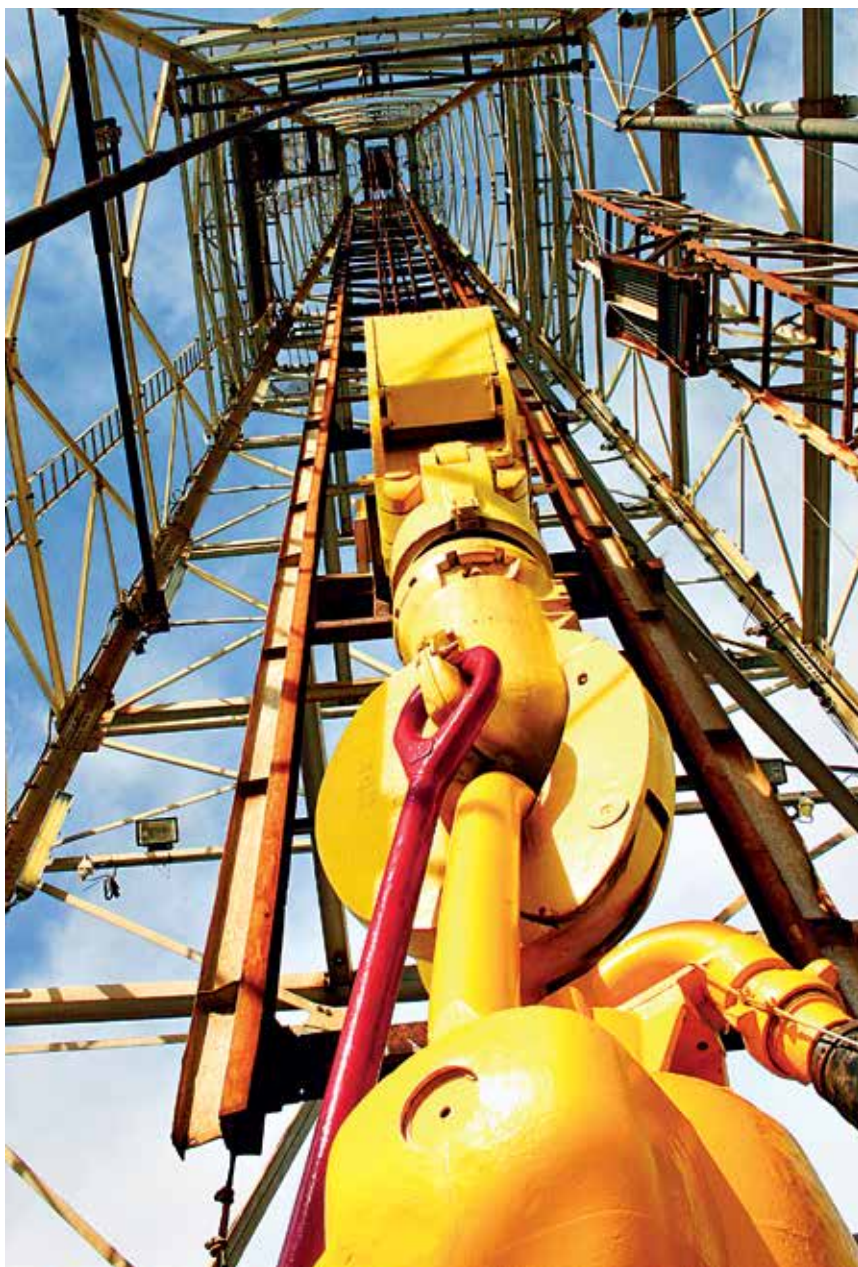
The role our products play can vary enormously, and we're always looking to find new, more innovative and more sustainable ways for customers to use them.

Admittedly you can't always see what we supply to the Industrial sector, because our products can often be somewhat invisible when you use the final product. But it's safe to say life wouldn't be the same without us.

### Where some of our products are used:







# Society and community

As a global company, we fully understand our role and responsibilities when it comes to society and contributing to the communities in which we operate. It forms an integral part of our sustainability agenda.

Whenever possible, we try to make a positive difference to the world around us, engaging with people and organizations to help bring the AkzoNobel brand to life while supporting deserving and sustainable projects and causes.

Key to our success in this area has been our global “Let’s Colour” program, which is inspiring people to revitalize their local communities. The initiative – run by our Decorative Paints business – also includes the participation of many of our employees (see opposite page).

Indeed, hands-on involvement in worthwhile causes is something we encourage, which is why we launched the AkzoNobel Community Program in 2005. It offers financial support to programs that our employees are actively involved with and to date, more than 9,000 volunteers from 50 countries have worked on around 2,000 projects.

The development of young people is another area we are passionate about. Since 1994, with the help of the Plan organization, we have been supporting children around the world through our Education Fund.

Focused on young people in developing countries, the fund has supported a wide range of projects, from investing in school infrastructure to teacher training and promoting health and hygiene. Tens of thousands of young people have benefited from the projects in countries such as Bolivia, Brazil, China, Ecuador, India, the Philippines and Vietnam. More attention is now being paid to supporting vocational training of deprived youngsters.

We also run a global sponsorship program, which focuses on two main areas – developing talent in communities through education initiatives, and supporting heritage, culture and the arts and sciences by sharing our expertise.

Among our most recent agreements are partnerships with the Rijksmuseum and the Van Gogh Museum in the Netherlands. Several sponsorships are also ongoing with various other partners, including the Courtauld Institute and the McLaren Group in the UK.

In addition, when possible, we endeavor to assist society through our products. Ferrazone, for example, is helping to improve well-being in many communities, particularly in developing countries. Used to fortify food, it is widely regarded as being the most effective way to treat iron deficiency anemia.



**500,000+** liters

of paint has been donated to numerous projects through our ongoing global “Let’s Colour” campaign.

More than **65**

projects around the world have been supported by our Education Fund.

Around **€13** million

has been donated so far to initiatives organized through our Community Program.





Bringing color  
to the world



We believe that color has the power to change people's lives, which is why we launched our global "Let's Colour" campaign.

Designed to make a positive difference to residents and communities, we've already completed dozens of projects around the world to help revitalize neighborhoods and create a better living environment.

Colleagues working for our Coral brand in Brazil have been particularly active, helping to repaint whole areas and individual buildings in towns and cities all over the country, including an entire favela in Rio de Janeiro. The initiative in Brazil also has an added advantage in that it teaches local people the skills needed to adopt painting as a trade. A major additional benefit is that Coral's market share has increased significantly since the campaign was launched.

Other countries where our employees have taken part in successful "Let's Colour" projects include India, Greece, Russia, Spain, Canada, South Africa and China.



[LetsColourProject.com](http://LetsColourProject.com)

# Science and technology

When it comes to research, development and innovation, we never stop trying to deliver products that are better for our customers and the environment.

We have around 4,000 scientists and technologists working in more than 160 laboratories around the world. They're fully focused on harnessing our global expertise to continue developing the kind of sustainable solutions that will be required by the planet's rapidly growing population. And we're not just taking small steps forward, we're looking to make giant leaps.

Many of our innovations are already in everyday use. For example, our technology is protecting some of the world's most iconic buildings and landmarks. It's keeping offices cool and is helping to prevent the spread of harmful bacteria in hospitals. It's also combating iron deficiency anemia and is enabling our customers to become more energy efficient.

And because sustainability is at the heart of everything we do, we allocated two-thirds of our 2012 R&D spend to projects that made our products and processes more sustainable.

## Recent product innovations:

**click&go** – ingenious, eco-efficient paint packaging system for vehicle refinish sprayguns

**Dissolvine StimWell** – revolutionary well stimulation technology for the oil and gas industry

**Dulux Trade Pyroshield** – interior wall paint which reduces the spread of flames during a fire

**Ecosel** – powerful anti-caking agent for salt

**EcoFill** – unique concept for enhancing paper strength and reducing fiber

**Interline 9001** – enhanced, chemically resistant cargo tank coating with easy-clean properties

**Interpon D2000** – sparkling metallic powder coating for architectural applications

**€387** million

is the amount we invested in research and development in 2012, two-thirds of which was focused purely on sustainability.

**95%**

is how much of our research population is based within our businesses. They are the customer-facing, applications-driven powerhouse of RD&I.

**10** thousand

is roughly how many patents we currently hold. We file applications for around 100 new inventions every year.

Our high performance Alumigrip aerospace coatings feature on the Bloodhound SSC (Super Sonic Car), which is being built to launch an attempt on the world land speed record.



The pace of innovation is getting faster. So if you want to remain competitive, you have to stay one step ahead. We're at the cutting-edge of research and development, supplying products that are quickly improving the world around us and helping our customers to remain out in front.

We've helped to speed up productivity for airline manufacturers and at vehicle bodyshops. Our antifoulings make ships go faster and help them to become more energy efficient. Paper is being made quicker than ever thanks to our specialty chemicals know-how. Paint is getting smarter. We're even involved in an attempt to break the land speed record.

By pushing boundaries and focusing on new technology, we not only become more competitive and improve our global product portfolio, we also help our customers to boost their own performance. And that's vital. Because when it comes to successful innovation, it's better to set the pace than try to keep up.



Faster  
innovation





Nearly **50%**  
of our employees are aged 40 or under.

More than **6,000**  
people took part in our Managers Essentials  
Program in 2012.

Around **45%**  
of our employees are from high  
growth markets.

# Our people

Our ambition is to be the best. We want to use our leading market positions to deliver leading performance. But in order to achieve that, we need the best people.

That's why we offer those with the right energy and determination the opportunity to develop and flourish. We want to give those with the right skills and insight the chance to lead from the front and tackle the big challenges that are facing the world.

To make sure we get it right, we invest heavily in talent development, management programs, career guidance, training and mentoring. We want our people to shine, so we encourage creative thinking, actively promote continuous improvement and foster an environment of diversity and inclusion in which everyone can make a valuable contribution and achieve their full potential.

This is crucial because we know we can only grow our global business as fast as we grow our people. Our future depends on the drive, talent and enthusiasm of our 50,000 employees, who work in more than 80 countries around the world.

We have a dynamic, international workplace, with openings available in a full range of disciplines. We offer full-time positions, graduate development programs, placement opportunities and internships, covering a wide variety of business activities.

So why not get in touch with us? It could be your first step on the road to a highly successful international career.

A portrait of a woman with short, dark, curly hair, wearing black-rimmed glasses and a long necklace of white pearls and small clear crystals. She is smiling and wearing a dark-colored short-sleeved shirt. The background is a solid, warm-toned wall.

## Where your ideas go far

We know that our employees are a clever bunch. So when they come up with a flash of inspiration, we want to hear about it.

It's a simple but effective way of improving the way we do things and it proves that at AkzoNobel, your ideas really can go far.

Thanks to the creative minds of our colleagues around the world, we've developed new products, introduced new communications tools and made many of our processes more efficient and cost-effective.

Take Nikki, for example. She's a Senior Employment Counsel in the US who used to regularly deal with dozens of different non-compete agreements used in employment contracts by our various US businesses. She devised a proposal for a harmonized template for these sorts of agreements, which will soon be rolled out internally across the United States.

Nikki is living proof that by encouraging a creative spirit and promoting this collaborative, accessible way of working, we can create opportunities that deliver sustainable solutions from which everyone can benefit.

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## **Useful links**

AkzoNobel Report  
[akzonobel.com/report](http://akzonobel.com/report)

Company magazine  
[akzonobel.com/amagazine](http://akzonobel.com/amagazine)



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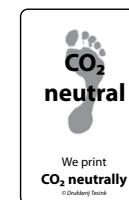
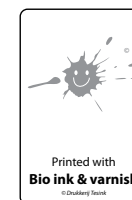
Tony Burns, David Lichtneker,  
The Bloodhound Project,  
The Boeing Company, Jannes Linders,  
Hugh Broughton Architects

## **Print**

Tesink B.V., Zutphen, the Netherlands

## **Paper**

Heaven 42, printed with bio-ink



On the cover

The Swedish Pavilion at China's World Expo 2010, which featured heat-reflective paint supplied by AkzoNobel.  
Photography: August Wiklund, Sweco.

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Below is a selection of the many brands we produce. Some of them are household names, others are more specialist products. But everything we make is likely to play some part in your daily routine.





[www.akzonobel.com](http://www.akzonobel.com)

AkzoNobel is a leading global paints and coatings company and a major producer of specialty chemicals. We supply industries and consumers worldwide with innovative products and are passionate about developing sustainable answers for our customers. Our portfolio includes well-known brands such as Dulux, Sikkens, International and Eka. Headquartered in Amsterdam, the Netherlands, we are consistently ranked as one of the leaders in the area of sustainability. With operations in more than 80 countries, our 50,000 people around the world are committed to delivering leading products and technologies to meet the growing demands of our fast-changing world.

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