

Input

Our organization

Output

### Energy

Total energy use **99,000 TJ** or 5.6 GJ per ton of production

Total energy bill **€0.6 billion**

Fresh water consumption **265 million m<sup>3</sup>** or 14.9 m<sup>3</sup> per ton of production

**Energy**  
We continue to improve our energy efficiency and increase our share of renewable energy, which is currently at 31 percent.

Total energy input  
A 31% Renewable energy  
B 37% Natural gas  
C 15% Coal  
D 15% Nuclear  
E 2% Other fossil fuels

### Raw materials and packaging

Cost of raw materials and packaging **€5.4 billion**

Upstream CO<sub>2</sub>(e) emissions including VOCs **11 million tons**

**Raw materials and packaging**  
We value our supplier relationships. Around 96 percent have signed our Vendor Policy, which helps to ensure a sustainable supply chain. Renewable raw materials are now 13 percent of the organic (fossil-based) materials that we buy. An increase will lower our dependence on fossil-based resources.

Origin of raw materials  
A 5% Renewable raw materials (bio-based)  
B 35% Fossil-derived materials (petrochemicals)  
C 60% Inorganic materials (salt, minerals, clays)

Capital expenditures **€666 million**

Value of all assets **€16.1 billion**

Employee engagement score (1-5 scale) **3.88**

Employee benefits **€3.0 billion**

Employees **49,600**

Total reportable rate of injuries **2.3**

Own operations CO<sub>2</sub>(e) emissions **3.9 million tons**

Total waste **161 million tons**

**85%** of sites with sustainable fresh water management

RD&I investments **€373 million**

### Asset value

The value of our assets is €16.1 billion. We invested €666 million in 2013 to keep our facilities in good shape, as well as expanding our manufacturing capability. We continue to improve process and product safety.

### Human value

Employee safety is a key priority and we are actively driving towards a reduction in the number of incidents. We highly value, and actively work on, improving employee engagement. We're investing in training and development and continue to work on a more diverse workforce.

### Environmental value

We continue to improve the environmental footprint of our operations by focusing on operational eco-efficiency.

### Innovation value

Innovation is vital for our current and future success. Currently, 18 percent of our revenue is derived from eco-premium solutions with customer benefits. We continue to work towards sustainable solutions that our customers expect from us.

Decorative Paints

Performance Coatings

Specialty Chemicals

### Customer value

In 2013 we sold products to many thousands of customers. We continue to improve our customer focus and develop products and solutions that help them to be successful in their markets.

### Financial value

With a ROS% of 6.6 percent, we are making progress towards achieving our 9 percent target for 2015, and with our ROI% of 9.6 percent, we are progressing towards our 14 percent target for 2015.

Revenue **€14.6 billion**

Operating income **€958 million**

Earnings per share **€3.00**

Downstream CO<sub>2</sub>(e) emissions including VOCs **12 million tons**

Revenue per end-user segment  
A 44% Buildings and Infrastructure  
B 16% Transportation  
C 16% Consumer Goods  
D 24% Industrial

Buildings and Infrastructure

Transportation

Consumer Goods

Industrial

Buildings and Infrastructure is our largest end-user segment, with €6.4 billion of revenue.

The Transportation end-user segment is generating €2.4 billion of revenue.

The Consumer Goods end-user segment is generating €2.3 billion of revenue.

The Industrial end-user segment is generating €3.5 billion of revenue.