A quick guide to our sustainability strategy



Sustainable business

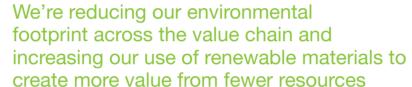
We're working together with customers and suppliers to develop leading solutions that create more value from fewer resources

20%

of revenue by 2020 from products that are more sustainable for our customers than those of our competitors

REI

(Resource Efficiency Index) A new indicator measuring how efficiently we generate value expressed as gross margin divided by cradle-to-grave carbon footprint



Resource

efficiency

25-30%

more efficient resource and energy use across the entire value chain by 2020 (measured by carbon footprint reduction)



engaged people

We're developing our employees, positively impacting communities and forming partnerships to create more value from fewer resources

> 4 out of 5

Employee engagement score (2015), as measured by Gallup Q12

Total reportable rate of injuries (2015)

AkzoNobel ***

More value from fewer resources

It won't be long before the world's population reaches nine billion. How will we cope? Can the planet handle so many people?

Yes it can, but we have to do things differently. We have to use our ambition and imagination and deal more efficiently with the world's limited resources. Which is why we've adopted a Planet Possible approach to sustainability.

By doing radically more with less and working closely with customers and suppliers in our key end-user segments (Buildings and Infrastructure, Transportation, Consumer Goods, Industrial), we can help to make life more affordable, colorful, healthy and comfortable for the world's ever growing population.

MATERIALS

sourcing of raw materials e.g. renewables

For example, using algae-based oil as renewable raw material for hair products

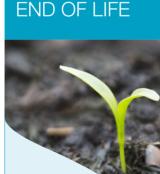
PRODUCTS IN USE



Developing products and solutions with a sustainability benefit for our customers

For example, our antifoulings help to cut carbon and costs for ships

END OF LIFE



products that allow safe and sustainable disposal at the end of the lifecycle

For example, our world's first fully compostable and recyclable coating of paper cups

EMISSIONS



low energy processes and working to reduce our carbon impact across the value chain

For example, our Ashington, UK, site is designed to achieve 40 percent reduction in energy usage

REDUCTION



to improve yields and reduce waste and waste water

For example, we are collaborating with our suppliers to reuse packaging wherever we can

MANAGEMENT



iviariagirig water use and discharge in a sustainable way

For example, harvesting water for use in our manufacturing process

EMPLOYEES



Lillicilling the lives of our employees through health and safety, training and development, diversity and inclusion

For example, our ongoing training for safe behavior in the workplace

PARTNERSHIPS



partnerships with suppliers, customers and other key stakeholders with mutual benefits

For example, helping local suppliers to develop safe and sustainable work environments

COMMUNITY



ACLIVELY participating in communities around the world and creating a positive impact

For example, our community programs are helping to change people's lives

