

## Media release

October 27, 2015

### AkzoNobel outlines next phase towards leading performance

Today, at a Capital Markets Day in London, the Executive Committee of AkzoNobel will provide an outlook for the business in the near future and present the next phase in the company strategy towards leading performance.

The update will include details from each of AkzoNobel's Business Areas: Specialty Chemicals, Performance Coatings and Decorative Paints. Additional sessions will cover people, leadership and culture, as well as Integrated Supply Chain.

AkzoNobel will also provide financial guidance for the period 2016 to 2018. Built on the company's new foundation which has been established since 2012, there will be a continued focus on operational excellence, organic growth, innovation and sustainability.

The AkzoNobel group financial guidance for 2016 to 2018\*:

<b>Return on sales (ROS)</b> range between	9% and 11%
<b>Return on investments (ROI)</b> range between	13% and 16.5%

AkzoNobel has a clear aim to grow in line with, or faster than, its relevant markets.

\* The financial performance range is based on the following assumptions:

1. ROS = EBIT/revenue and ROI = EBIT/average 12 months invested capital
2. Currencies versus €: \$1.1, £0.71, ¥7.1
3. Oil price ~\$60/bbl; no significant market disruptions

**CEO Ton Büchner** said: "We have made strong progress in transforming AkzoNobel into a leaner and more agile organization focused on our customers. Looking ahead, in a diverging and volatile economic environment, we remain focused on continuously improving every aspect of our business, providing clear guidance on our future growth and range of our financial performance."

**The Capital Markets Day presentation will be available from October 27, 13.30 CET, on our website [www.akzonobel.com](http://www.akzonobel.com).**

- - -

AkzoNobel is a leading global paints and coatings company and a major producer of specialty chemicals. Calling on centuries of expertise, we supply industries and consumers worldwide with innovative products and sustainable technologies designed to meet the growing demands of our fast-changing planet. Headquartered in Amsterdam, the Netherlands, we have approximately 46,000 people in around 80 countries, while our portfolio includes well-known brands such as Dulux, Sikkens, International, Interpon and Eka. Consistently ranked as one of the leaders in the area of sustainability, we are committed to making life more liveable and our cities more human.

#### **Not for publication – for more information**

Corporate Media Relations  
T +31 (0)20 – 502 7833  
Contact: Diana Abrahams

Corporate Investor Relations  
T +31 (0)20 – 502 7854  
Contact: Lloyd Midwinter

#### **Safe Harbor Statement**

This press release contains statements which address key issues such 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 forecasted 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. 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 our website [www.akzonobel.com](http://www.akzonobel.com)