

**AkzoNobel**

# Corporate Briefing Session



# In the event of Emergency - What to do

**AkzoNobel**



Golden Principle:  
Stop work if conditions  
or behaviour are unsafe  
Take**Care**

Dial **222**

Name

Location of emergency

Type of emergency

Request to raise fire alarm

\*No drill is planned today



Follow instructions from  
the in-house emergency  
response team and  
security



Do not take any  
luggage or bags



Follow the escape  
route pictograms and  
leave the building



Do not use elevators,  
use the stairs



## Behaviors to follow

Smoke at designated smoking points	Wear Mandatory PPEs while visiting Manufacturing and warehouse area	Do not carry battery operated equipment (in on position, in Manufacturing area)
<ul style="list-style-type: none"> <li>Walk on designated walkways</li> <li>Look out for Fork lift trucks and other vehicles while crossing the road</li> </ul>	Hold handrail while ascending/ descending stairs	Do not use mobile phone while walking or ascending stairs

### Life-Saving rules:

Work with valid permit	Wear Fall protection while working at height (1.8m)	Enter confined space after proper authorization
Do not operate unguarded machine/ equipment	Do not disable safety equipment before authorization	Apply LOTOTO before working on a machine/ equipment
Wear Seat Belt before driving/ riding	Do not use Alcohol or Drugs at work	

## Agenda



Company Brief – AkzoNobel Worldwide and AkzoNobel Pakistan Ltd.



Historical Financials



Financials YTD 2019



Q&A



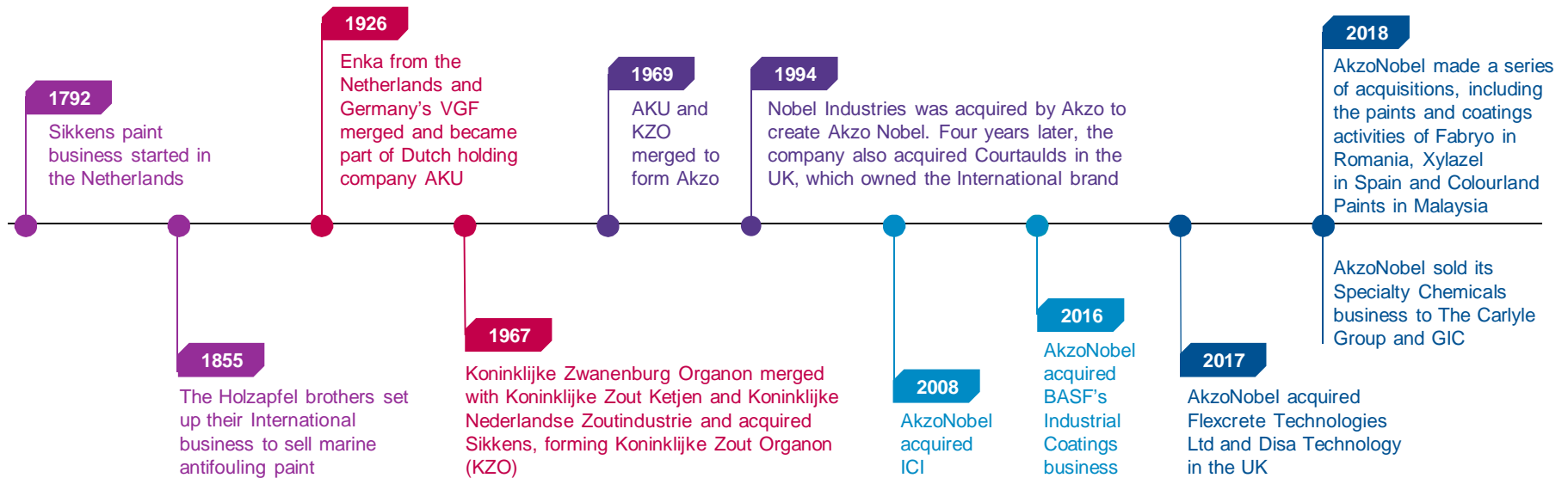


AkzoNobel

**AkzoNobel  
Worldwide**



We're global experts in the proud craft of making paints and coatings, setting the standard in color and protection since 1792

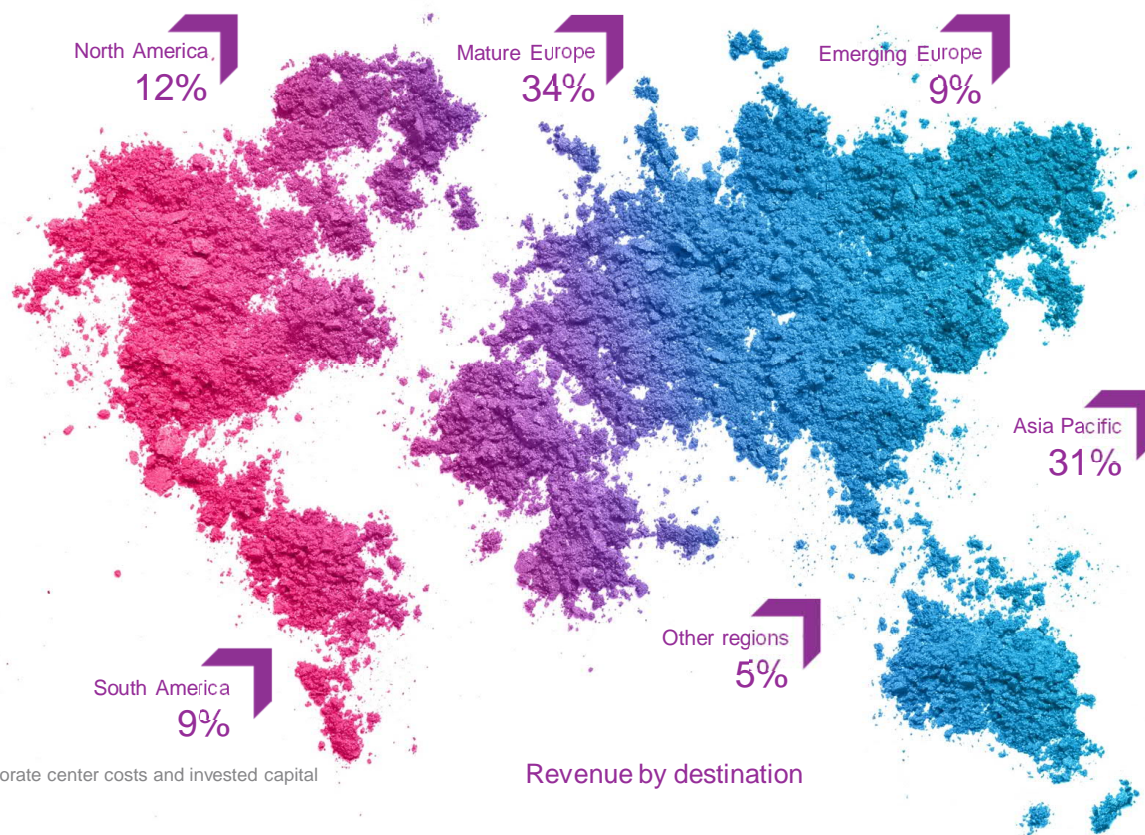


# A focused Paints and Coatings company AkzoNobel



€9.3 bn Revenue  
€1.0 bn EBITDA  
€0.8 bn EBIT  
10.6% ROS  
12.6% ROI  
34,500 Employees

All figures are based on year-end 2018, excluding unallocated corporate center costs and invested capital



## World class portfolio of trusted brands



## Our winning together: 15 by 20 strategy

2020 financial guidance:

**15%**

**Return on sales**  
(Adjusted operating income  
as % of revenue)

Excluding unallocated corporate center costs;  
assumes no significant market disruption.

**>25%**

**Return on investment**  
(Adjusted operating income/  
average invested capital in %)

Excluding unallocated corporate center costs and  
invested capital; assumes no significant market  
disruption.

“Our strategy is about more than achieving a profitability target. It’s a mantra for creating a collaborative mindset and transforming ourselves into a global industry leader way beyond 2020”

THIERRY VANLANCKER, CEO



## Winning together 15 by 20

Our ambition:

### To be the reference in paints and coatings

Our target:

### ROS 15% by 2020\*

Our success factors:



Our foundations:



\*Excluding unallocated corporate center costs and invested capital; assumes no significant market disruption







AkzoNobel

**AkzoNobel  
Pakistan Ltd.**



## Company Overview



**AkzoNobel**



## History of Akzo Nobel Pakistan Limited



ICI Pakistan Limited set up as a public limited company in Pakistan

**1952**

The paints business converted to a public limited company - Paintex Limited

**1973**

As of June 1, 2012 Akzo Nobel Pakistan Limited is operating as a PLC.

**2012**

**1944**

The Khewra Soda Ash Company, a predecessor of ICI Pakistan Limited set up a soda ash manufacturing facility in Khewra

**1965**

ICI UK acquires a 50% interest in a paints company in Lahore

**2008**

ICI Pakistan Limited formally becomes a part of the AkzoNobel Group

**2018**

AkzoNobel Pakistan sells off specialty chemicals business to The Carlyle Group, completing the separation on September 1, 2018.





## Our Board of Directors



**Mueen Afzal**  
Chairman



**Oscar Wezenbeek**  
Non-Executive Director



**Saad Mahmood Rashid**  
Chief Executive Officer



**Ayesha Hamid**  
Independent Director



**Sebastian Tan**  
Non-Executive Director



**Harris Mahmood**  
Chief Financial Officer



**Frederic Moreux**  
Non-Executive Director





# Management team in place to deliver

**AkzoNobel**



**Saad Mahmood Rashid**  
CE



**Harris Mahmood**  
CFO



**Farooq Ayub Khan**  
Operations Manager



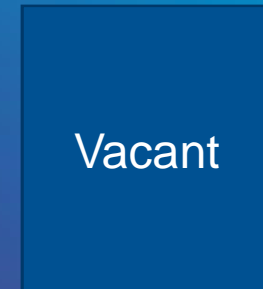
**Usman Hafaz**  
Head of Branding and  
Customer Marketing



**Shahid Isman**  
National Sales Manager  
Coatings



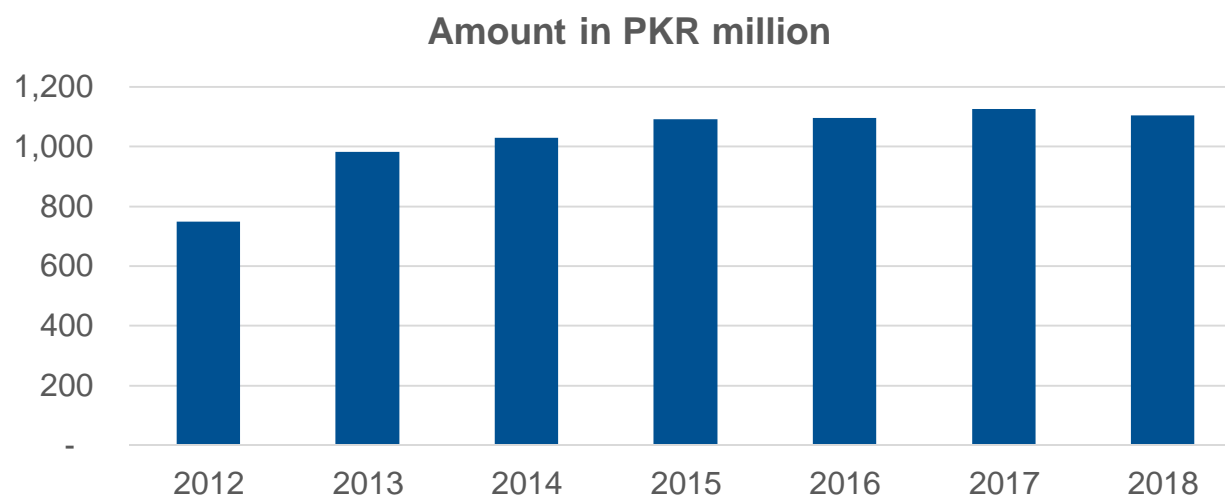
**Usman Ali Jamil**  
Country HR Manager



National Sales Manager  
Paints

# CONTRIBUTION TO THE NATIONAL EXCHEQUER

**AkzoNobel**







AkzoNobel

# Brands and Products that We Sell



# Paints

**AkzoNobel**

## Key Brands:



## Key Sub-Brands:



# Paints Portfolio

Interior Wall Paints



Exterior Wall Paints



Enamels



Woodcare





## Paints Portfolio

Primers & Sealers



Putty



Specialist Products



## Coatings

### Brands



#### Marine & Protective Coatings

- Protective Coatings
- Marine Coatings

#### Automotive & Specialty Coatings

- Specialty Coatings
- Vehicle Refinish

#### Industrial Coatings

- Packaging Coatings
- Coil Coatings



# ANPL Safety Day 2018



## Solar Power Project Commissioning and Inauguration

**AkzoNobel**







AkzoNobel

# CSR Initiatives





AkzoNobel



02:26

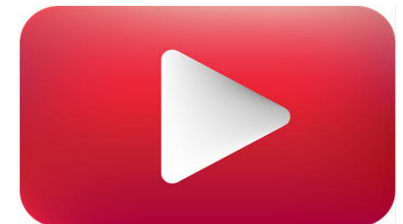


## Let's Colour: Dulux Colour Partnered with Lahore Biennale



Dulux became the colour partner with The Lahore Biennale Foundation (LBF01) which took place from 18th to 31st March 2018, at seven distinct venues around Lahore. The event was a contemporary art feast which created a multitude of engagement opportunities among local and international artists and general public.

Over 50 artists and collectives participated including artists from Pakistan, Bangladesh, India, Iran, Turkey, Sri Lanka, as well as from Europe and United States. Since the event was open for public, approximately 2.5 million visitors attended the event.





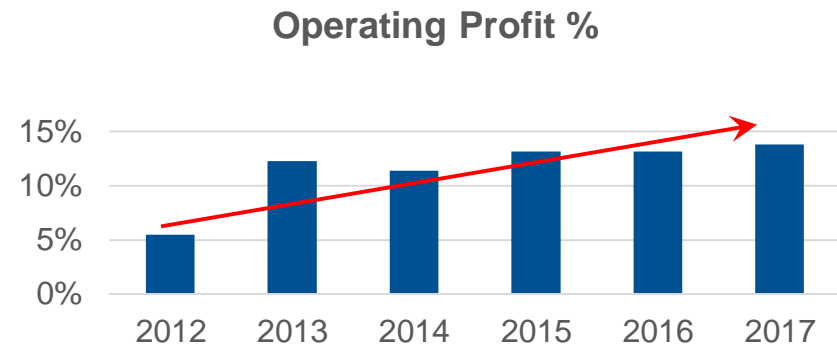
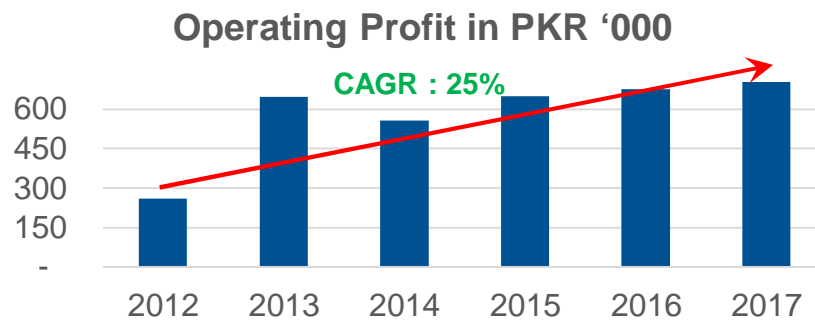
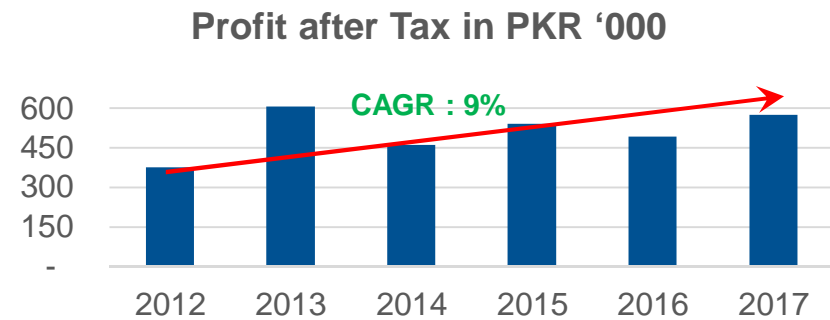
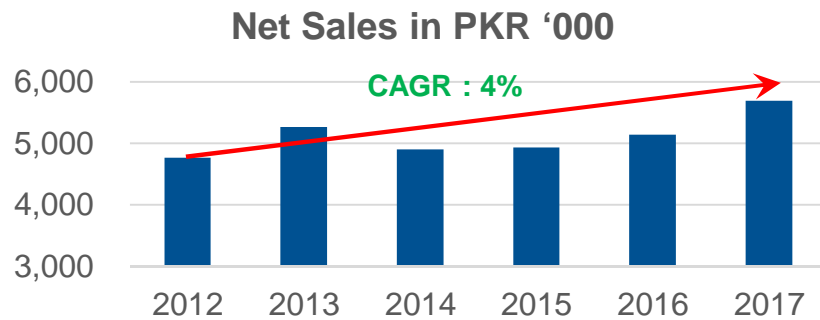


AkzoNobel

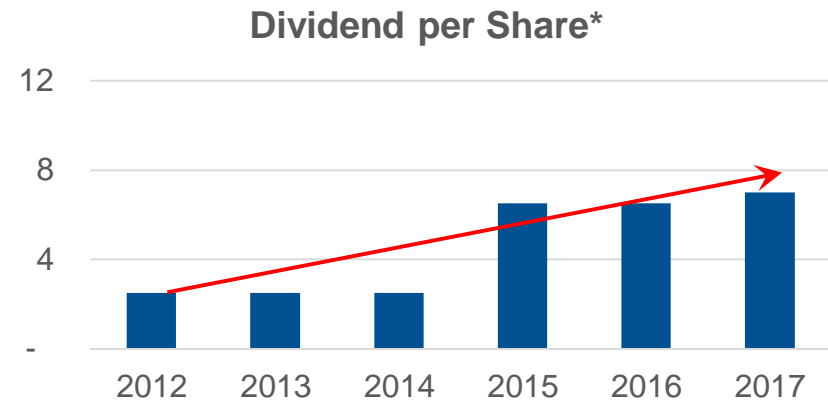
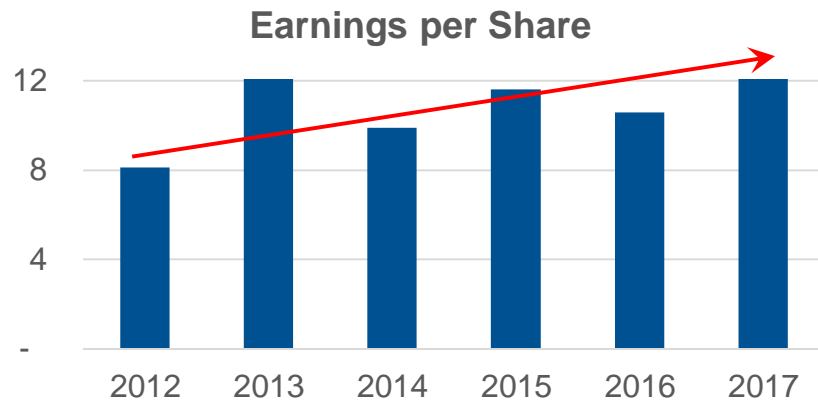
# Historical Financials



# Summary of Financial Performance



## Summary of Financial Performance



\* Dividend per share excluding special dividend





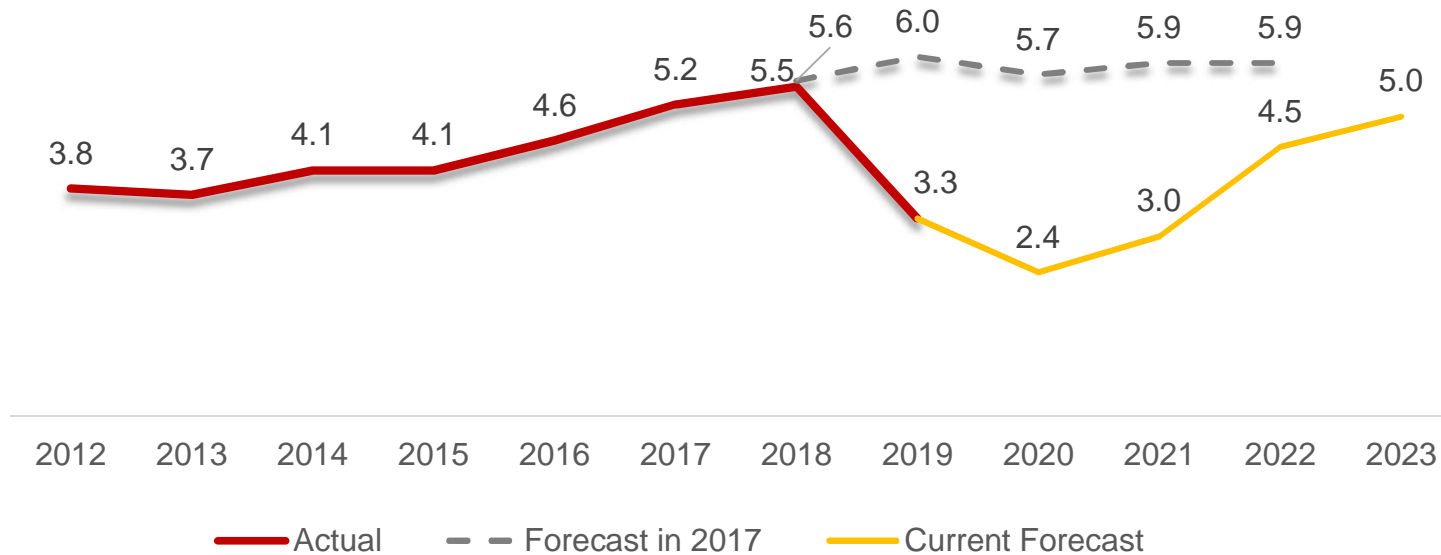


AkzoNobel

# Financial Review 2018

## A Bump In The Road

### Real GDP growth (Annual Percent Change)

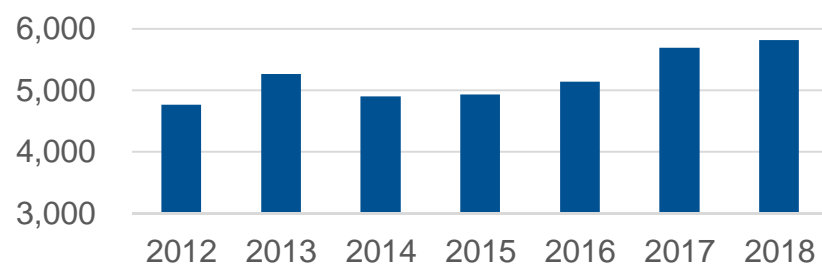


Source: <https://www.imf.org>

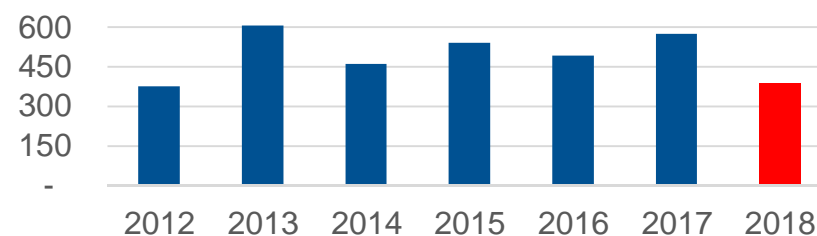


# Financials 2018

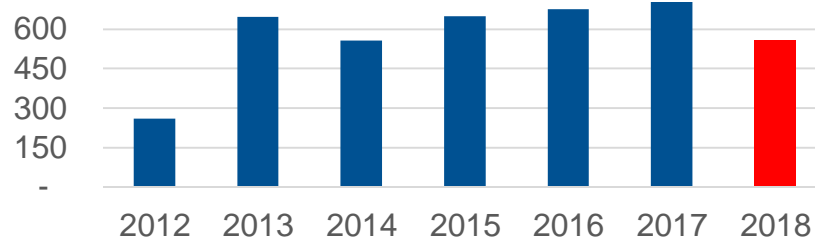
**Net Sales in PKR '000**



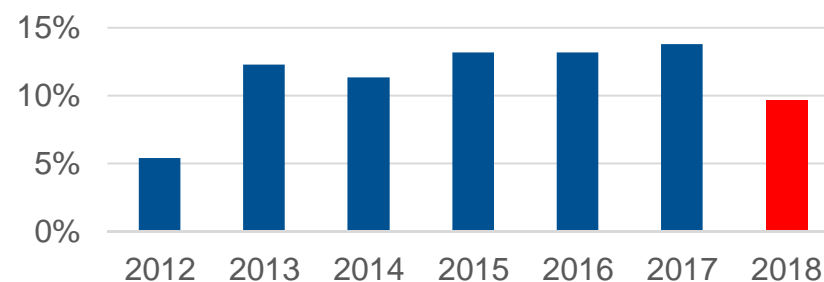
**Profit after Tax in PKR '000**



**Operating Profit in PKR '000**

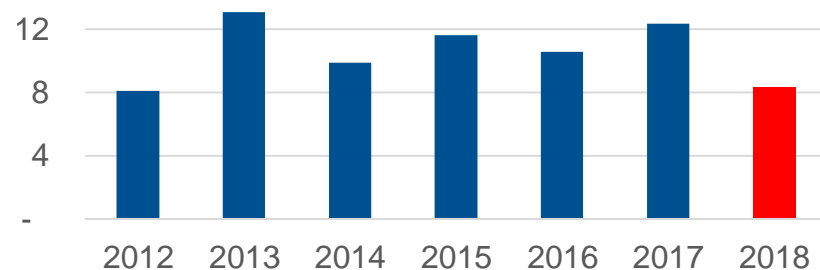


**Operating Profit Percentage**

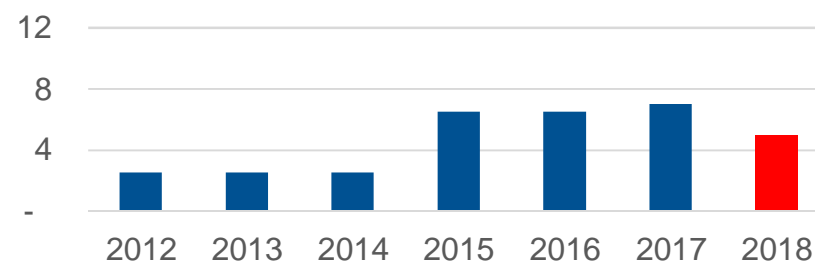


# Financials 2018

Earnings per Share



Dividend per Share\*



\* Dividend per share excluding special dividend



**AkzoNobel**

**Investor Update  
YTD 2019**



**SPICED  
HONEY**

COLOUR OF THE YEAR 2019

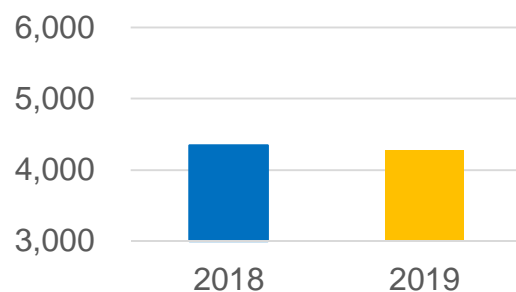
E4.22.49 00YY 26/220



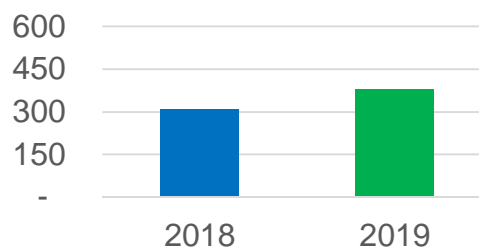
# Financials YTD 2019

AkzoNobel

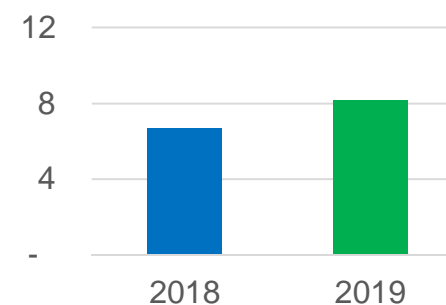
**\*Net Sales in PKR '000**



**Profit after Tax in PKR '000**

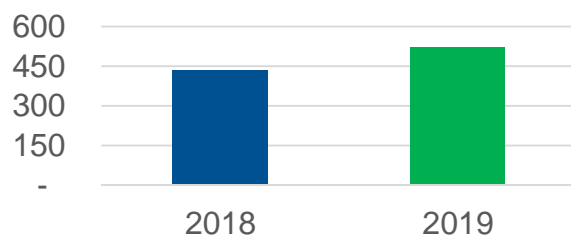


**Earnings per Share**

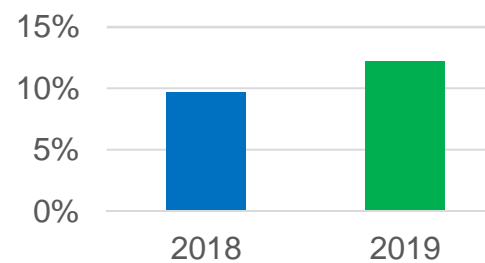


\*) 2018 Excludes revenues of specialty chemicals

**Operating Profit in PKR '000**



**Operating Profit Percentage**



# Disclaimer/forward-looking statements

**AkzoNobel**

This presentation does not constitute or form a part of any offer to sell, or any invitation or other solicitation of any offer, to buy or subscribe for any securities in the United States or any other jurisdiction.

Some statements in this presentation are 'forward-looking statements'. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may occur in the future. These forward-looking statements involve known and unknown risks, uncertainties and other factors that are outside of our control and impossible to predict and may cause actual results to differ materially from any future results expressed or implied. These forward-looking statements are based on current expectations, estimates, forecasts, analyses and projections about the industries in which we operate and management's beliefs and assumptions about possible future events. You are cautioned not to put undue reliance on these forward-looking statements, which only speak as of the date of this presentation and are neither predictions nor guarantees of possible future events or circumstances. We do not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events, except as may be required under applicable securities laws.

This presentation also contains statements, which address such key issues 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 forecast 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 factors. 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 the company's corporate website [www.akzonobel.com](http://www.akzonobel.com)





**AkzoNobel**

# Q & A

**AkzoNobel**

**Thank you**