

## **Summary of Board of Management Agreements**

In conformity with the Dutch Corporate Governance Code, service agreements with Board members are entered into for a period of four years, after which period reappointments can take place for consecutive periods not exceeding four years each.

The fixed remuneration component consists of a base salary and a pension contribution (being a percentage of the base salary, which is paid to a third party provider or the Board member at his or her election). Adjustment of the base salary will take place if and when the Supervisory Board of AkzoNobel considers this appropriate.

The variable remuneration component consists of a short-term and a long term incentive. The pay-out of the short-term incentive is maximized at 150 percent of the base salary for the CEO and at 100 percent of the base salary for other members. For 70% the bonus opportunity is linked to financial objectives determined annually by the Supervisory Board within the framework of the remuneration policy as adopted by the shareholders' meeting. The remaining 30% of the bonus opportunity is based on individual quantifiable targets. The short-term incentive is pensionable in the same way as the base salary. With respect to the long-term incentive plan (Performance Share Plan) reference is made to the Remuneration Report section of the latest annual report.

The formal retirement date is the last day of the month in which the Annual Shareholders' Meeting is held in the year in which the board member will reach the age of 62 (sixty-two). For succession planning purposes a board member may be requested by the Supervisory Board to resign between the age of 60 and the regular retirement age. In such an exceptional situation, the Board member concerned will be entitled to the fixed remuneration component until the date of retirement. The remuneration in the event of a dismissal will not exceed the fixed remuneration component of one year (or two years in the event of a dismissal during the Board member's first term of four years).