

# ANNUAL GENERAL MEETING OF SHAREHOLDERS

APELDOORN, JULY, 7 2016



# AGENDA (1)

1. Opening
2. Report of the Statutory Board on the financial year 2015/2016
3. Financial Statements 2015/2016
  - a. Implementation of the remuneration in the financial year 2015/2016
  - b. Adoption of the financial statements 2015/2016 (voting item)
4. Reserves and dividend policy
5. Profit appropriation and dividend
  - a. Adoption of the appropriation of the profit (voting item)
  - b. Adoption of the dividend for the financial year 2015/2016 (voting item)

# AGENDA (2)

6. Discharge to the Statutory Board (voting item)
7. Discharge to the Supervisory Board (voting item)
8. Strategy update
9. Language of the annual report, the annual accounts and other financial reporting
10. Amendment of the Articles of Association (voting item)
11. Authorisation to the Statutory Board, subject to the approval of the Supervisory Board, to acquire ordinary shares in the Company on behalf of the Company (voting item)
12. Any other business
13. Closure

# AGENDA

## 1. Opening



# AGENDA

2. Report of the Statutory Board on the financial year 2015/2016



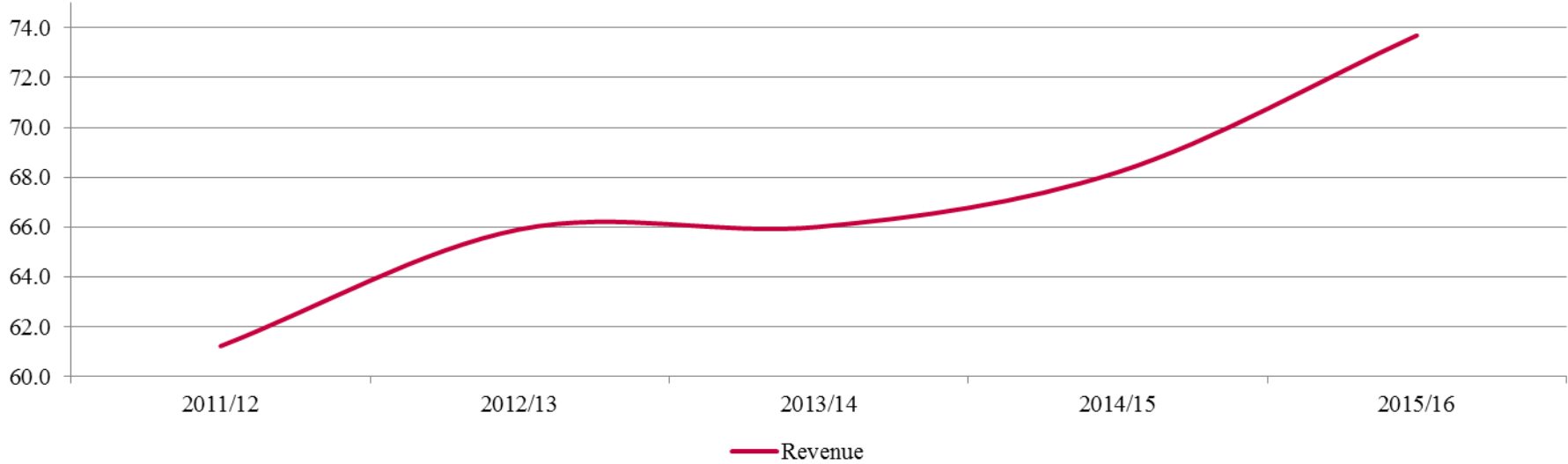
# DEVELOPMENTS 2015/2016

- Further growth in revenue and profit, especially in Americas and Europe
- Further improvement financial ratios
- Activity Based Costing Europe project
- No Lost Time Incidents
- Strategy update
- Organisational adjustments



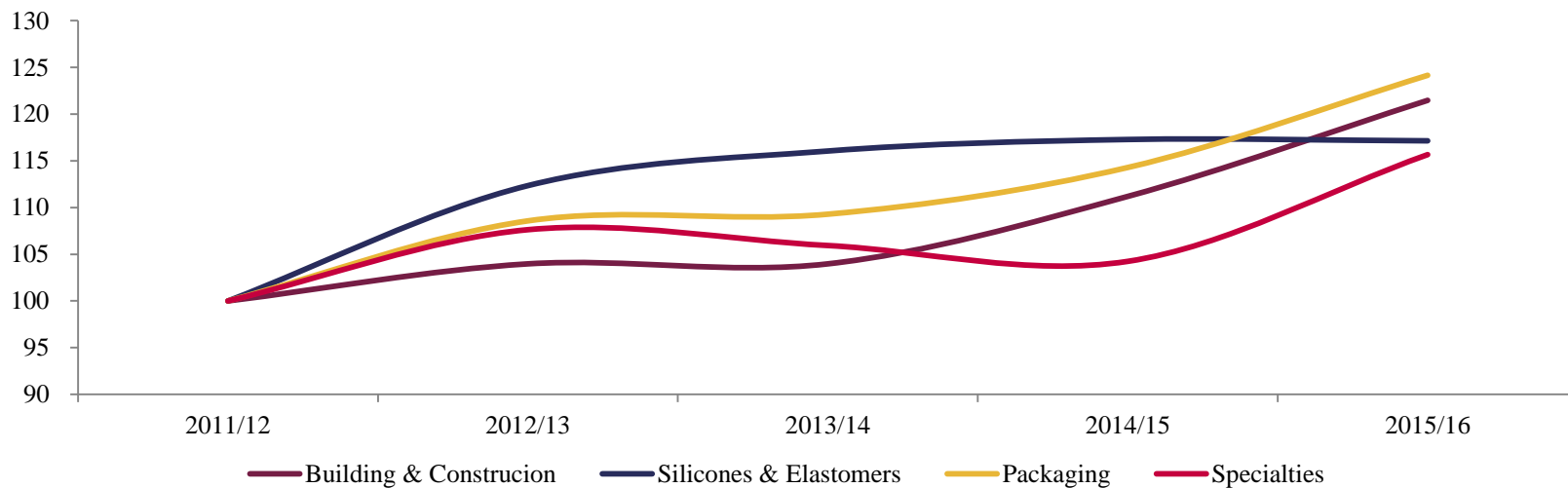
# REVENUE DEVELOPMENT HCA

REVENUE IN MILLION EUR



# REVENUE DEVELOPMENT SINCE 2011/2012

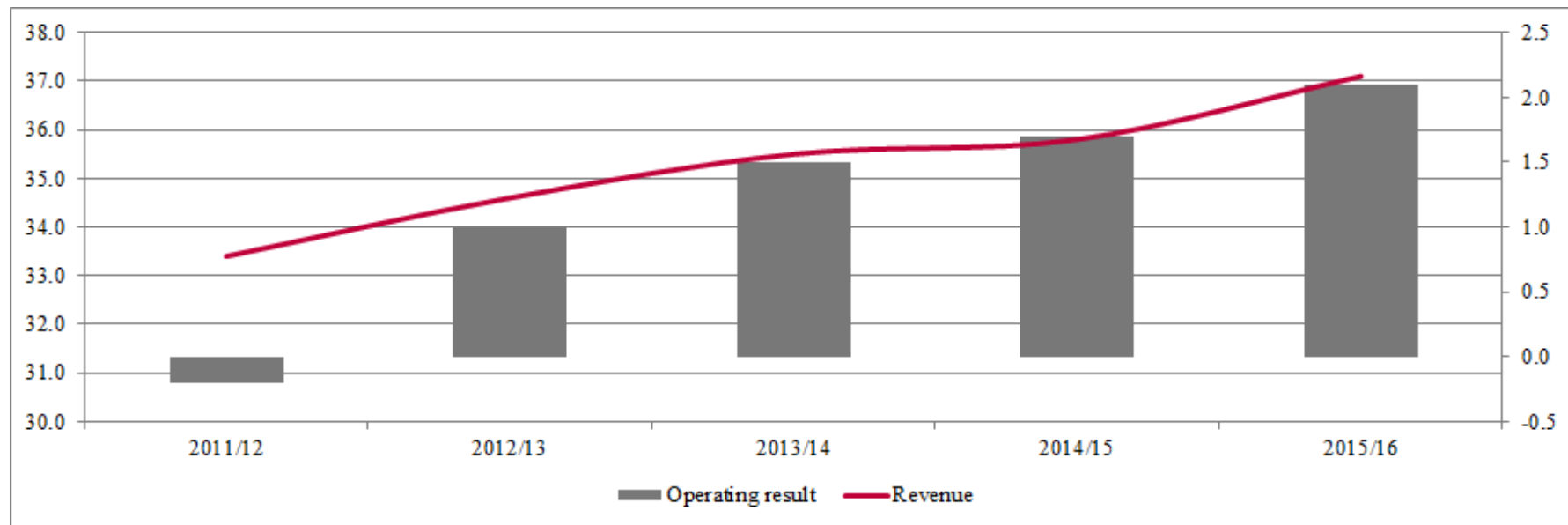
INDEX (2011/2012 = 100)





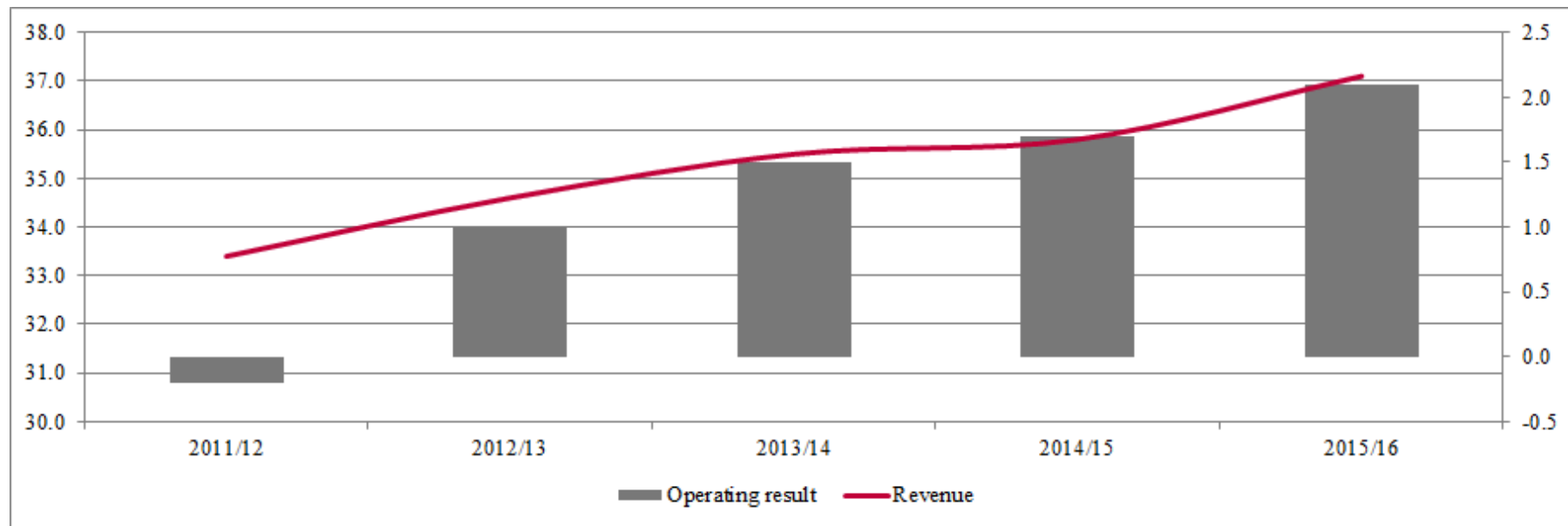
# DIVISION EUROPE

## TRENDS IN EUROPA IN MILLION EURO



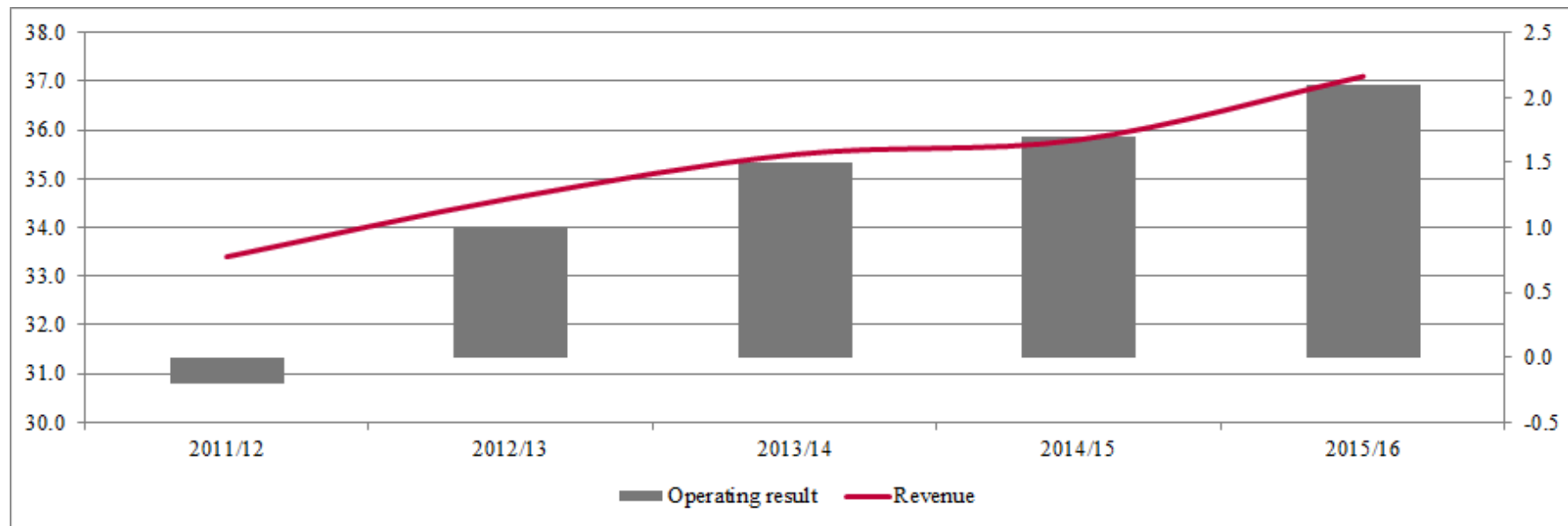
# DIVISION AMERICAS

## TRENDS IN AMERICAS IN MILLION USD



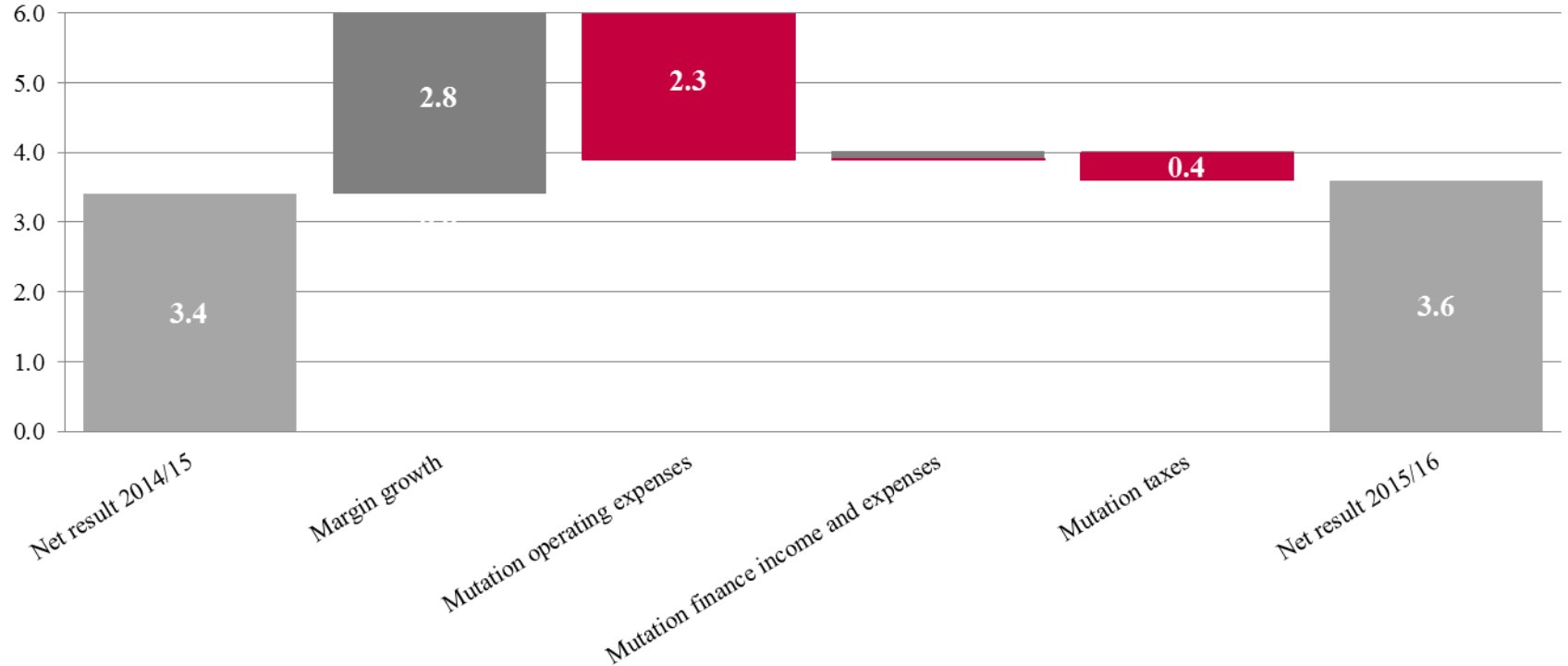
# DIVISION ASIA

## TRENDS IN ASIA IN MILLION USD



# MOVEMENT NET RESULT

IN MILLION EURO



# SUMMARY

## *Looking back*

- Autonomous revenue growth in Europe and Americas continues
- Asia disappointed, especially China
- Costs under control



# AGENDA

## 3. Financial Statement 2015/2016

- a. Implementation of the remuneration policy in the financial year 2015/2016
- b. Adoption of the financial statements 2015/2016 (voting item)



# AGENDA

## 4. Reserves and dividend policy



# AGENDA

## 5. Profit appropriation and dividend

- a. Adoption of the appropriation of the profit (voting item)
- b. Adoption of the dividend for the financial year 2015/2016 (voting item)





# AGENDA

6. Discharge of the Statutory Board (voting item)



# AGENDA

7. Discharge to the Supervisory Board (voting item)



# AGENDA

## 8. Strategy update



# STRATEGY UPDATE

## HolcoMORE - evaluation






# STRATEGY-UPDATE



Financial	Realisation 2015/2016	Trend
Average double-digit net-sales growth	5%	
Operating result as % of net-sales >10%	8%	
Return on Investment (ROI) > 15%	20%	
Operating working-capital as % of net-sales <20%	15%	

# STRATEGY UPDATE



	Realisation 2015/2016	Result / trend
Zero lost-time incidents	0	
Innovation-index > 10%	4%	
Earnings-per-share average growth > 10%	29%	

# STRATEGY UPDATE: WHY?

## HolcoMORE – evaluation

- Sales growth stays behind ambition
- Sales innovative products stays behind



# HOLLAND COLOURS' POSITION SUMMARY

- Unique solids colorants technology (Holcobatch, Holcoprill)
- Good market share in niches (PVC, transparent PET)
- These products often not suited for other polymers





# STRATEGIC DIRECTIONS

## 1. B&C en Packaging

Defend and build on existing strong positions

## 2. B&C en Packaging

Expand into polyolefines through product development and/or 3<sup>rd</sup> party cooperation

## 3. Silicones & Elastomers and Specialties

Define opportunities based on solid business case

## INNOVATION

Focussed, closer to the markets, grow new productgroup and defend existing positions



# SUMMARIZING...

By **focussing** on  
the **identified opportunitites**  
we will **grow**

and realize **continuity.**



# OUTLOOK 2016/2017

Actions this financial year:

- Implement strategy (growth projects and operational excellence)
- Focus on further growth Americas and Europe
- Renewed sales growth Indonesia
- ABC implementation Europe and Asia
- Brexit consequences



# AGENDA

9. Language of the annual report, the annual accounts and other financial reporting



# AGENDA

10. Amendments of the Articles of Association (voting item)



# AGENDA

11. Authorisation to the Statutory Board, subject to the approval on the Supervisory Board, to acquire ordinary shares in the Company on behalf of the Company (voting item)



# AGENDA

12. Any other business



# AGENDA

## 13. Closure





THANK YOU FOR YOUR VISIT AND  
WE HOPE TO SEE YOU AGAIN!

