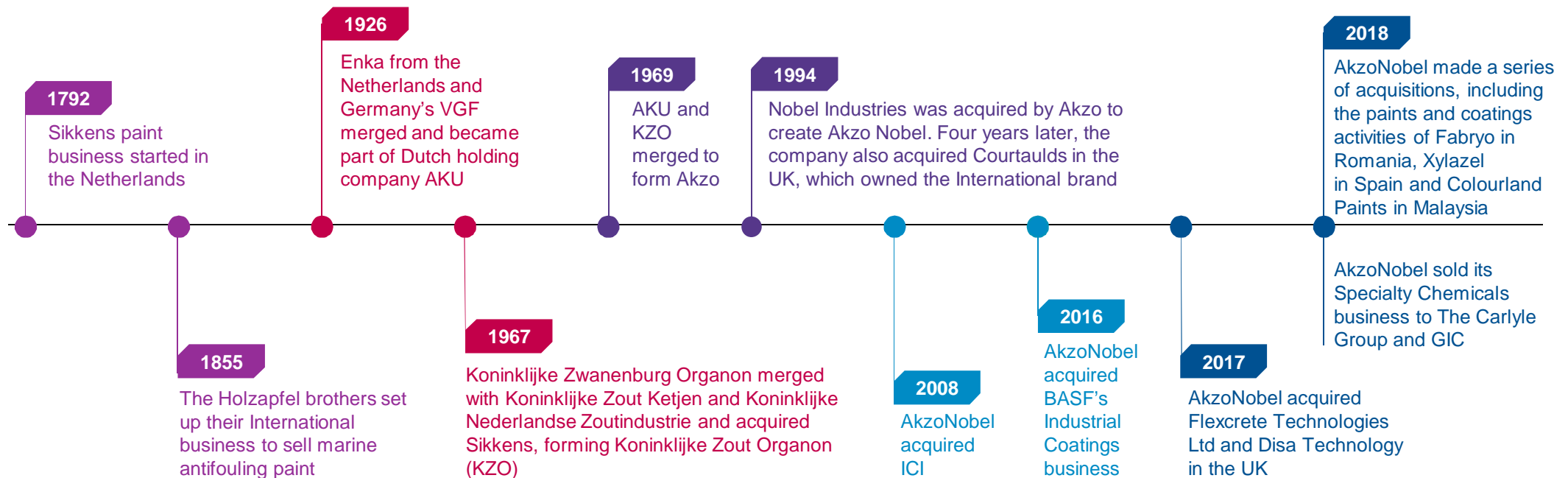


**AkzoNobel**

# Cash Management Latam

Eurofinance – November'19

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



# A global paints and coatings company

# AkzoNobel

Revenue by destination:

Key brands:

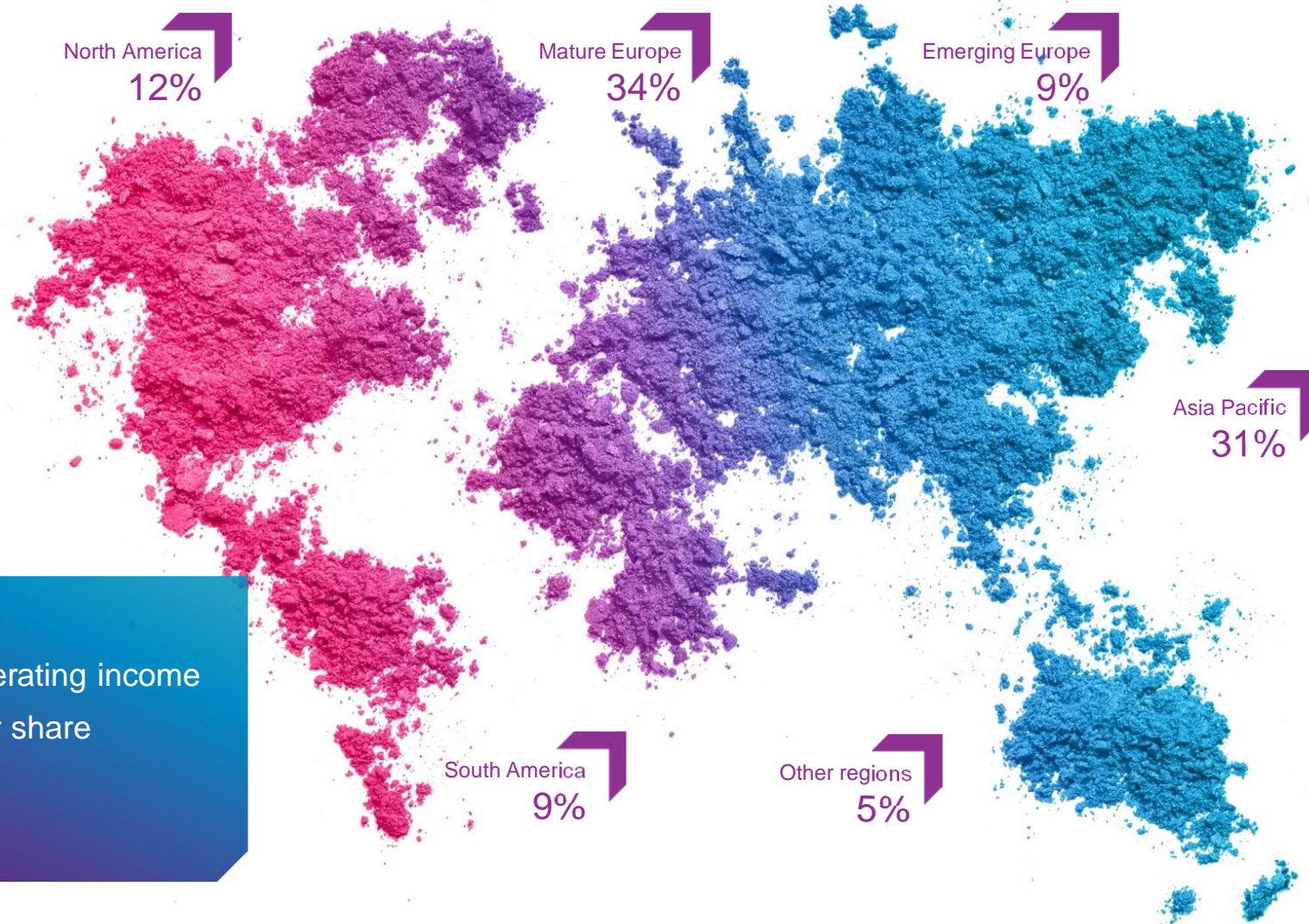


 International

  
POWDER COATINGS



€9.3 bln revenue  
€798 mln adjusted operating income  
€26.19 earnings per share  
150+ countries  
34,500 employees



## World class portfolio of trusted brands





# Agenda



Centralized Regional Approach



Treasury Latam Hub Scope



Liquidity and Cash Management



Payments with Payment Factory Model



How do we Manage our Transactional Risk?

# Agenda



Centralized Regional Approach



Treasury Latam Hub Scope



Liquidity and Cash Management

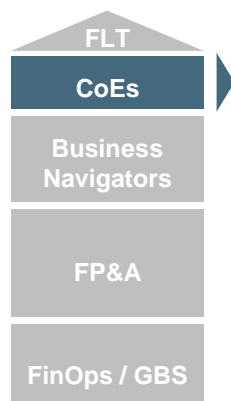


Payments with Payment Factory Model



How do we Manage our Transactional Risk?

## Centralized Regional Approach



TAX	
Global	Tax Strategy & Policies
	Tax Processes
	Transfer Pricing
Region	Indirect Tax
	Tax Accounting & Control
	EMEA
APAC	
NAM	
LATAM	
Tax Operations	
TREASURY	
Global	Financial Markets
	Insurance management
	Pensions
Region	Infrastructure & Projects
	Treasury Operations
	Treasury Accounting & Control
Business Treasury	
EMEA & North America	
Latam	
APAC	
INTERNAL AUDIT	
Global	Corporate Director Internal Audit
	Management Team (Senior Managers and Managers) (NL and Singapore)
	Audit Team (Associate Audit Managers, Senior Auditors, Auditors) (NL and Singapore)
	Project and Support Office
Executive Assistant	



# Agenda

Centralized Regional Approach

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How do we Manage our Transactional Risk?



# Treasury Latam Hub Scope

Treasury provides regional support for the following business topics:

- Inter-Company Funding;
- Currency Risk;
- Liquidity and Cash Management;
- Trade Finance;
- Bank Relationship;
- Business Partnering;
- Projects and Continuous Improvement.



# Treasury Latam Hub Scope

	Brazil	Argentina	Uruguay	Colombia	Peru	Chile	Ecuador/Bolivia	Mexico
Corporate Finance	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented
FX on Behalf (Spot/FWD)	Implemented	Implemented for Fwd	To be Implemented	Local Process to be transitioned	Implemented	Implemented	Not Implemented	Implemented
Liquidity and Cash Management	Implemented	Transitioning to Treasury	Transitioning to Treasury	Transitioning to Treasury	Transitioning to Treasury	Implemented	Not Implemented	Local Process
Trade Finance	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented	Not Implemented	Implemented
Bank Relationship	Implemented	Implemented for core Bank	Implemented for core Bank	Implemented for core Bank	Implemented for core Bank	Implemented	Not Implemented	Implemented
Business Partnering;	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented	Implemented

# Agenda

Centralized Regional Approach

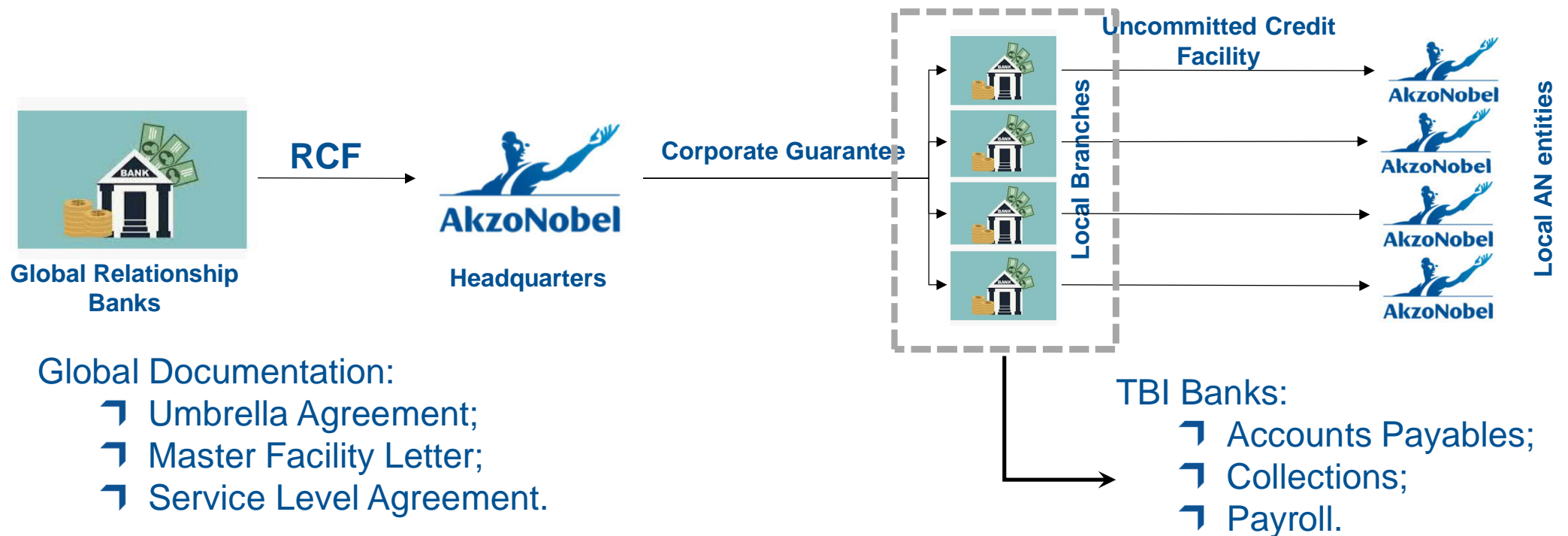
Treasury Latam Hub Scope

Liquidity and Cash Management

Payments with Payment Factory Model

How do we Manage our Transactional Risk?

## Liquidity and Cash Management



# Agenda

Centralized Regional Approach

Treasury Latam Hub Scope

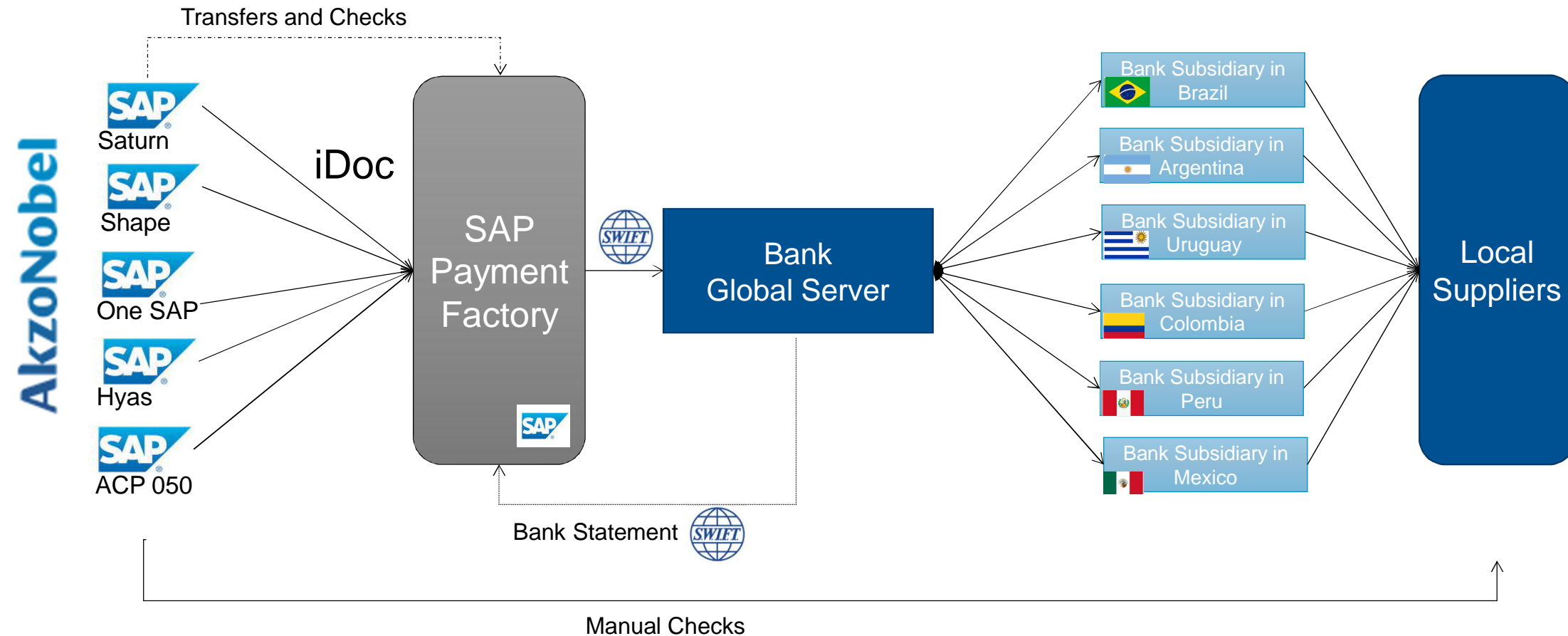
Liquidity and Cash Management

Payments with Payment Factory Model

How do we Manage our Transactional Risk?

# Payments with Payment Factory Model

AkzoNobel





# Agenda



Centralized Regional Approach



Treasury Latam Hub Scope



Liquidity and Cash Management



Payments with Payment Factory Model



How do we Manage our Transactional Risk?

## How do we Manage our Transactional Risk?

**Global Treasury**

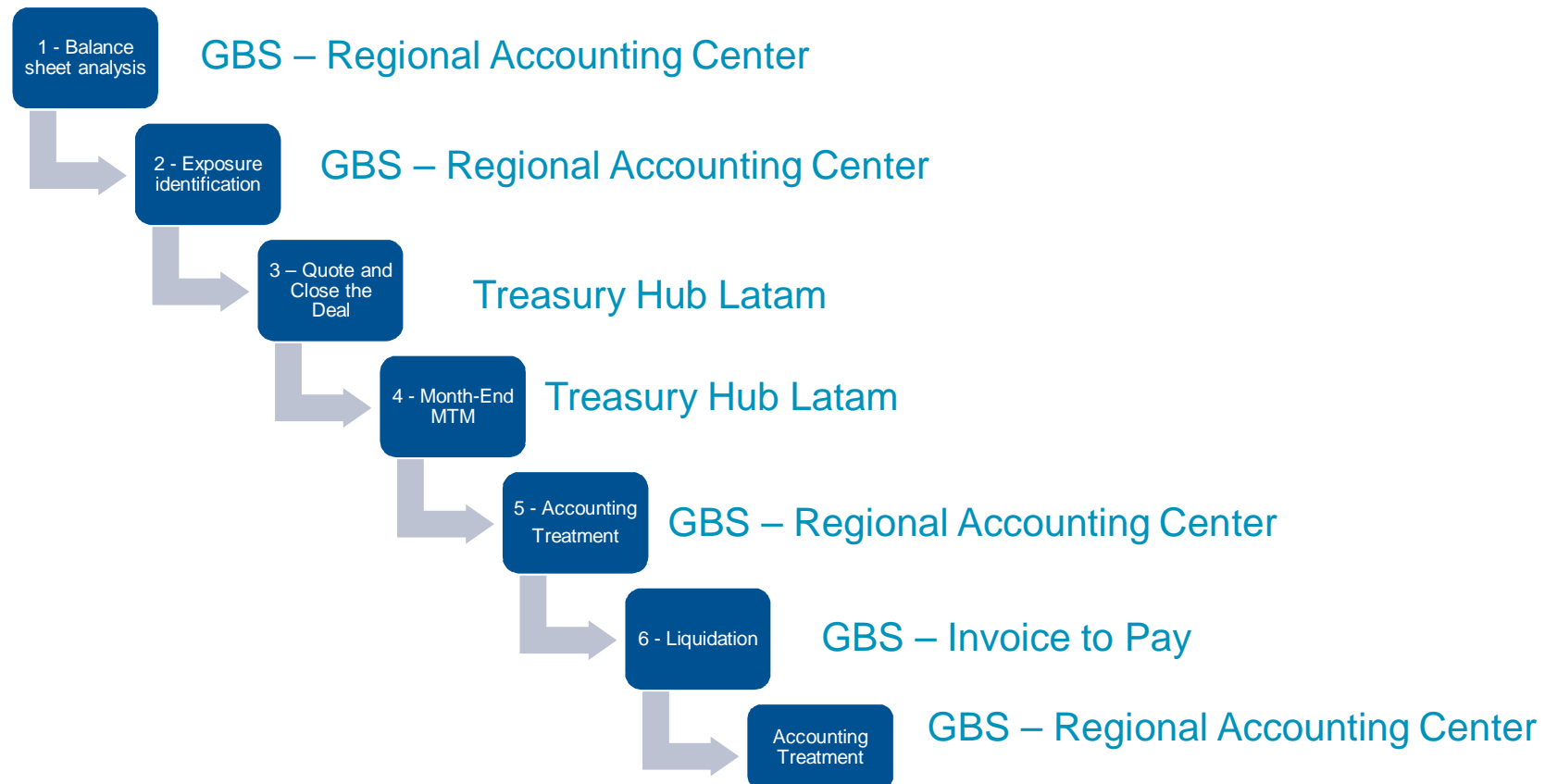
**Treasury Hub  
LatAm**

**Translation**

**Economic**

**Transaction**

# How do we Manage our Transactional Risk?



**Thanks!**

# Q&A