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# Akzo Nobel NV

## Company Storyboard

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11 Mar 2024

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# Table of Contents



## COMPANY PROFILE

---

Key Facts

SWOT Analysis

Company Financials

Business Segments

Corporate Strategy

Key Executives

Locations & Subsidiaries

## THEME STRATEGY

---

Theme Exposure

## DIGITAL STRATEGY

---

Technology Budget Estimates / ICT Budgets

ICT Contracts / Software & Services Contracts

Install Base

Recent Partnerships

## RECENT DEVELOPMENTS

---

News Trend and Sentiment

## DEAL STRATEGY

---

M&A Strategy

Capital Raising Strategy

Corporate Venturing

## PATENT STRATEGY

---

Patent Publication Trends

Patents by Authority

Patents & IP Protection by Country/Region

Top Innovators

Leader by Innovation & Disruptive Potential

Recent Applications & Grants

## MANAGEMENT OUTLOOK

---

Management vs. Analyst sentiment

Filings Sentiment and Mentions

## SOCIAL MEDIA

---

Twitter Influencer Activity Trend

## APPENDIX & ADDITIONAL RESOURCES

---

Patent Authority Codes

Glossary


Additional Resources



# Akzo Nobel NV

## Company Profile

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|  | Headquarters | Sector    | Founded | Market Cap | Revenue   | Employees |
|---|--------------|-----------|---------|------------|-----------|-----------|
|   | Netherlands  | Chemicals | 1994    | \$12,442m  | \$11,537m | 35,200    |

Company Summary

Akzo Nobel NV (Akzo Nobel) is a global provider of paints and coatings. It manufactures and supplies specialty chemicals. The company’s product portfolio comprises functional chemicals, industrial chemicals, pulp and performance chemicals, surfactants, vehicle refinishes, powder coatings, industrial coatings, wood finishes and adhesives, and marine and protective coatings. Its products find application in buildings and infrastructure, industrial, consumer goods and transportation markets. The company markets its products under Bruguer, Dulux, Sadolin, Flexa, Marshall, Coral, Alba, Inca, Cetol, Ceta bever, Levis and Herbol brands, among others. It has operational presence in countries in North America, Latin America, Europe, and Asia-Pacific. Akzo Nobel is headquartered in Amsterdam, the Netherlands.

| Key Themes | Key Lists   | Peers | Key Investments | Key Acquisitions |
|------------|---|-------|-----------------|------------------|
| -          | Global: Chemical Companies by Revenue<br>Sustainable Chemistry Companies<br>Global: FDI parent companies by Project Volume<br>Global: FDI investing companies by Project Volume<br>Top Innovative Companies in the Oil and Gas Sector | -     |                 | Qlayers          |

# Akzo Nobel NV SWOT Analysis



## S TRENGTHS

- Diversified Business
- Focused R&D
- Geographical Presence

## W EAKNESSES

- Increase in Debt

## O PPORTUNITIES

- Acquisitions
- Growth Initiatives
- Growing Paint and Coatings Industry

## T HREATS

- Raw Material Procurement Risks
- Competition
- Environmental Regulations

# SWOT Analysis - Strengths



## Diversified Business

The company has diversified business operations and serves the requirements of a wide range of industries. Its automotive and specialty coatings segment meets the requirement of aerospace coatings, consumer electronics coatings, automotive OEM coatings, vehicle refinishes and sign finishes. Its industrial coatings segment provides coil and extrusion solutions for the metal construction industry for agricultural, residential, and commercial applications; its coatings solutions are used in the packaging industry for beverages, food, closures, and general canning applications; its industrial wood finishes enhance life and provide protection to building materials such as windows, doors, flooring, cabinetry, cladding and furniture. Its marine, protective and yacht coatings segment provide paint and coating solutions for all kind of marine assets including ships, yacht, boats, and barges in harsh marine conditions. Its decorative paints segment meets the needs of “do it yourself” customers and professional decorators.

## Focused R&D

Extensive research and development (R&D) activities provide the company an edge over its competitors. The company’s research and development (R&D) focuses on developing eco-premium solutions with customer benefits. In FY2022, the company has opened a new EUR11 million global R&D centers at its Slough site in the UK. It has approximately 70 laboratories across the world. It owns more than 2,825 patents and has more than 3,000 R&D professionals across the world. Over the last five years, the company spent around EUR1.25 billion on R&D. The R&D efforts resulted in innovative solutions such mosquito-repellent coating, advanced 3D color technology, anti-viral and anti-bacterial options.

## Geographical Presence

Geographically diverse operations help Akzo Nobel NV mitigate the various risks associated with an overdependence on a particular market. It also enables to enhance its brand equity and provides new growth opportunities. Akzo Nobel NV is a company which manufactures and supplies paints, and performance coatings. In FY2022 the company has expanded its geographical operations across 200 cities and over 10,000 additional paint stores. The company classifies its geographical operations into seven segments: The Netherlands accounted for 1.5%, Latin America 6.0, North America 6.5%, South Asia Pacific 6.3%, North Asia 8.0%, Other EMEA countries accounted for 21.7% in FY2022.

## Increase in Debt

High debt could have a major impact on the company's operational performance as a major portion of its earnings would be diverted towards servicing of its debt obligations. This could concern the investors and make it difficult for the company to raise funds at favorable terms from the market. The company's total debt component stood at EUR5,875 million in FY2022, as compared to EUR3,550 million in FY2021, an increase of 65.5%. Further, its debt-to-equity ratio also increased from 0.654% in FY2021 to 1.356% in FY2022. Such substantial debt position increases debt servicing obligations of the company and impacts its cash flows adversely. It could limit Akzo Nobel NV's ability to raise debt in future and pursue potential strategic opportunities. It would also increase the company's vulnerability to adverse economic and industry conditions.



# SWOT Analysis - Opportunities



## Acquisitions

Akzo Nobel NV expands its business operations through strategic acquisitions to maintain its competitive position in the industry. In April 2023, the company announced that it intends to acquire Chinese Decorative Paints business from Sherwin- Williams by second half of 2023. With this acquisition the company intends to strengthen its market position in China. This acquisition is in line with the company's strategy and enhances the company to be in best position and fully utilize its potential and create fresh prospects for its employees and customers. In December 2022, the company has acquired the Lankwitzer Lackfabrik GmbH to strength its performance coatings portfolio. This acquisition will enhance AkzoNobel's current powder coatings line and broaden the selection of unique products the company provides.

## Growth Initiatives

Akzo Nobel focuses on expanding its operations through several initiatives to increase its market reach and revenue. In April 2023, the company has launched a new generation filler to accelerate the performance of Bodyshops while improving productivity and lowering energy costs. With this initiative the company establishes a great trust for its products among its customers.

## Growing Paint and Coatings Industry

The company could benefit from the growth in the global market for paints and coatings. According to the World Paints & Coatings Industry Association (WPCIA), the global market for paints and coatings stood at US\$179.7 billion in FY2022, up from US\$174.3 billion in FY2021, registering an annual growth of 3.1%. In FY2022, the paints and coatings market registered growth in Asia-Pacific (AP) and Europe with the Asia-Pacific market being valued at around US\$63 billion. Within the AP market, China was the largest market, valued at around US\$45 billion, growing at a CAGR of 5.8%. In FY2022, the market in Europe was valued at around US\$42.3 billion, while that in North America was valued at US\$33.9 billion. The growth in North America and Europe was essentially due to growth in the number of houses being renovated in the US, Canada and Germany. In the future, the demand for paints and coatings is expected to be owing to the increasing infrastructure and industrial construction in developing countries, primarily in India, China and ASEAN countries.

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# SWOT Analysis - Threats



## Raw Material Procurement Risks

Akzo Nobel faces the threat of increasing raw material costs, which could pressurize its margins. The company uses significant amounts of various raw materials in manufacturing its products. Its Performance Coatings segment uses epoxy resins and organic solvents, epoxies, curing agents, titanium dioxide, acrylic resins, effect pigments, ester solvents, isocyanates, polyester and glycol, ether and aromatic solvents, latex resins, nitrocellulose, methanol, and urea, among others. Its Decorative Paints segment uses binders, titanium dioxide and packaging material. Some essential raw material costs may fluctuate and be influenced by the state of the economy. It may, to some extent, be able to pass on higher input prices to customers, but this is, to a large extent, dependent on market conditions. Akzo Nobel may also be unable to access sufficient raw materials owing to business interruption or product discontinuation by some of the suppliers. Its performance and expansion could be impacted by insufficient availability to raw resources, rising energy and raw material costs, and changes in the product mix.

## Competition

As a global manufacturer, Akzo Nobel faces intense competition in almost every market in which it operates. Failure in tackling such competition could affect its financial performance and market position. Price, quality, applications, and support services are all competing factors. It offers products in more than 150 countries. It faces competition from international, national, and regional companies that offer similar products and material. It also faces competition from local players selling their products at lower prices. The company competes in this dynamic market on the basis of a wide range of variables, including price, quality, innovation, service, reputation, distribution and promotion. Its major competitors include Axalta Coating Systems Ltd, BASF SE, Kansai Paint Co Ltd, RPM International Inc and Sherwin-Williams Co among others.

## Environmental Regulations

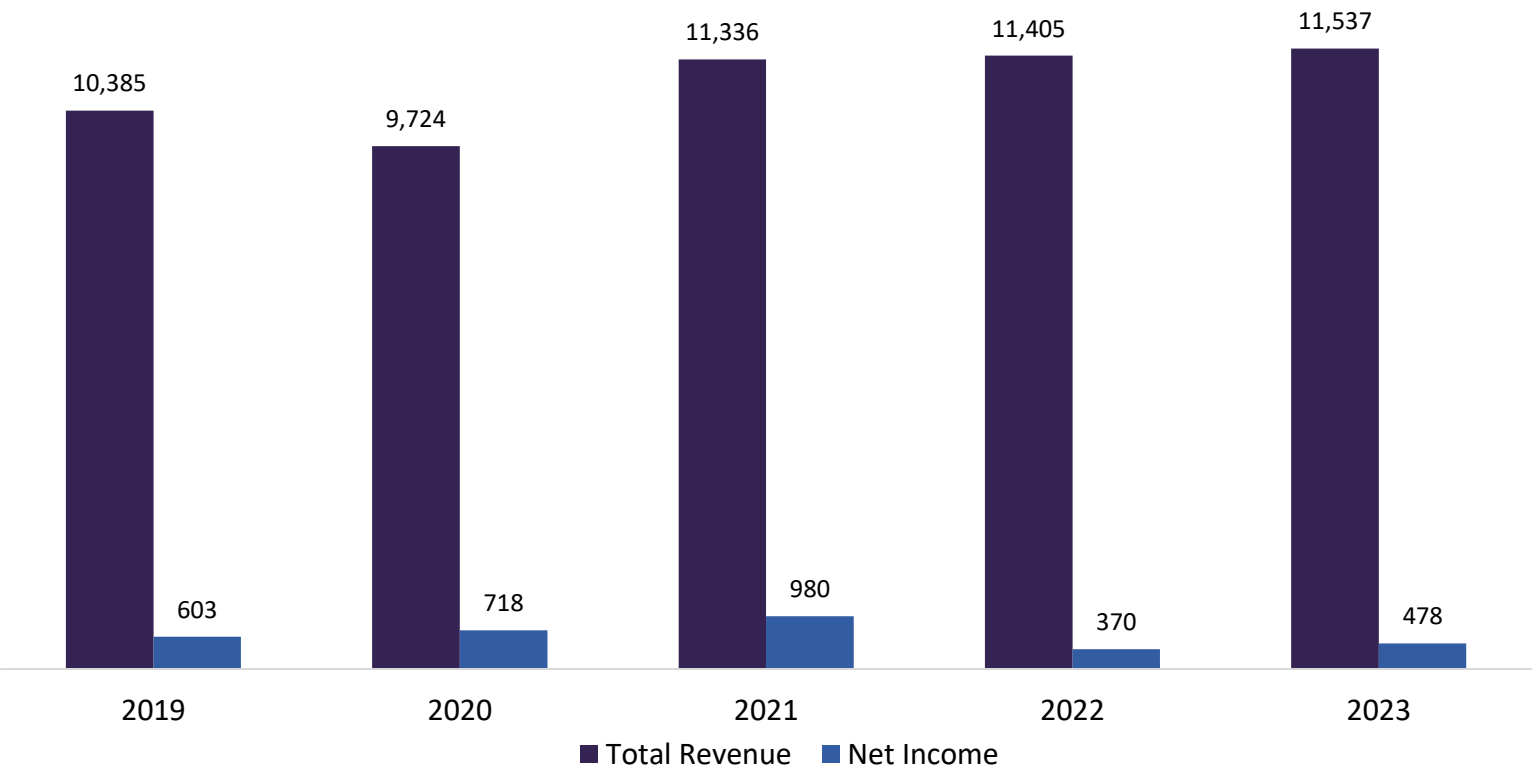
Akzo Nobel's operations are subject to various stringent environmental regulations in its chemicals' operations. The company handles various chemicals, many of which are hazardous to the environment. In order to reduce emissions, the business must keep an eye on the entire life cycle of chemical products, including manufacture, logistics, end consumption, and disposal. The environmental laws controlling the world's chemical sector may have an impact on it. Certain regulations are applicable to the company's operations, including the Occupational Safety and Health Act and the Toxic Substances Control Act in the United States and the Registration, Evaluation and Authorization of Chemicals (REACH) in Europe. REACH is an example of the stringent environmental regulations that affect chemical producers. REACH regulates the products manufactured and marketed in Europe. Phased over a period of 11 years, the regulation mandates all companies to develop and submit dossiers containing datasets about their chemical products and detail their potential impact and risk on environment...

# Company Financials



Company revenue and net income (US\$M) for the past five years.

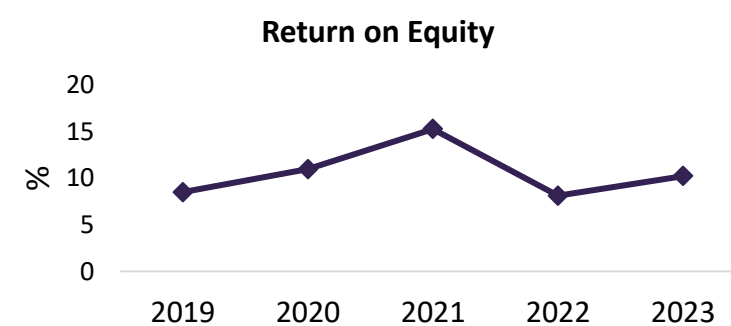
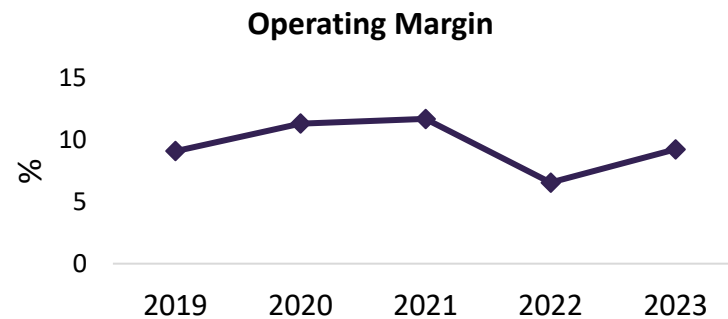
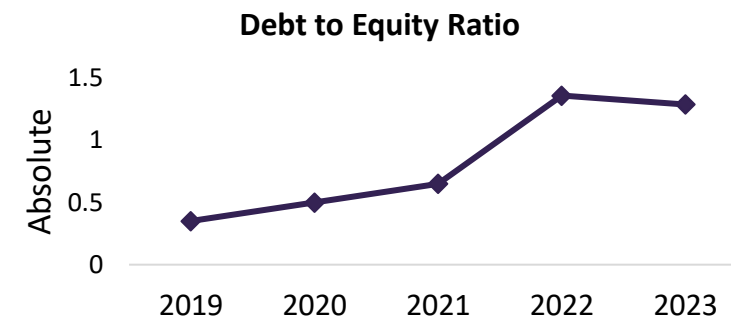
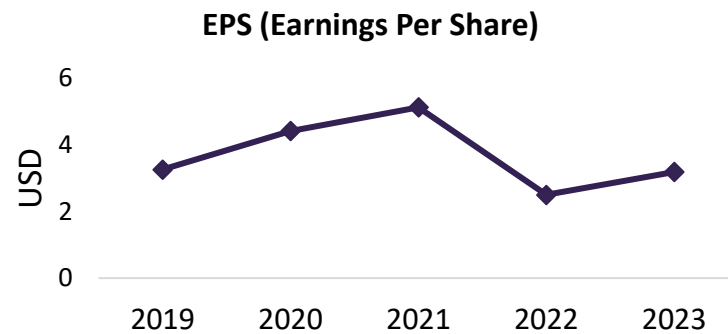
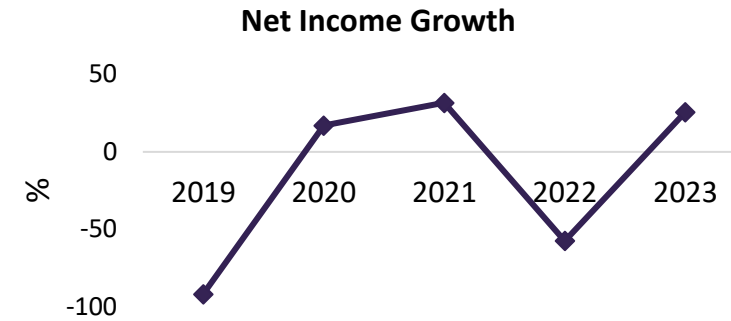
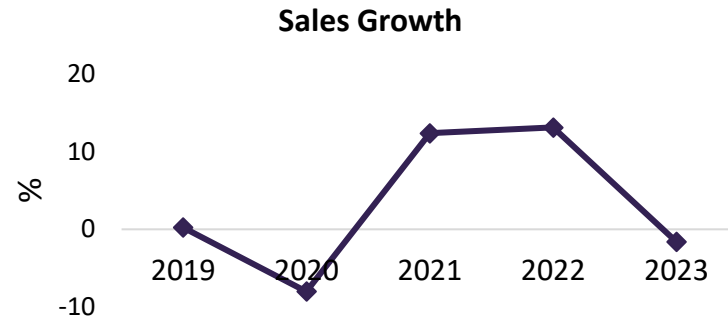
Akzo Nobel NV Financials (US\$M)



| Year | Total Revenue, US\$ (m) | Net Income, US\$ (m) | EPS (\$) |
|------|-------------------------|----------------------|----------|
| 2019 | 10,385                  | 603                  | 3.3      |
| 2020 | 9,724                   | 718                  | 4.4      |
| 2021 | 11,336                  | 980                  | 3.1      |
| 2022 | 11,405                  | 370                  | 2.5      |
| 2023 | 11,537                  | 478                  | 3.1      |

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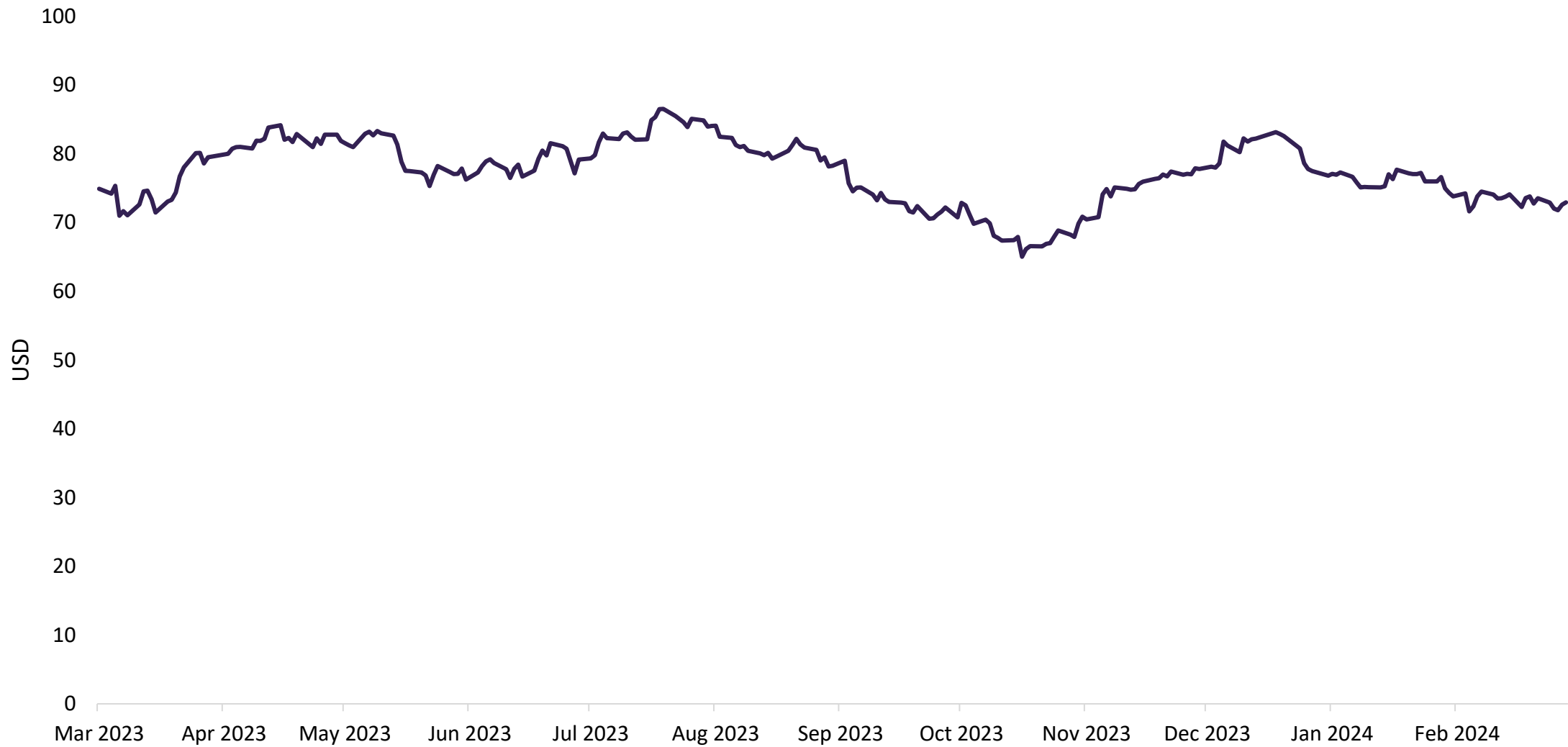
# Akzo Nobel NV Financial Ratios



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Note: Generation of charts / graphs in respective slides is subject to availability of data points for the relevant company section **11**

# Akzo Nobel NV Share Price



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Note: Generation of charts / graphs in respective slides is subject to availability of data points for the relevant company section 12

# Business Segments



| Product Categories   | Overview  | Performance  |
|----------------------|---|--|
| Corporate And Other  | <ul style="list-style-type: none"> <li>It comprises all unallocated assets and corporate assets.</li> <li>In FY2022, the segment's capital expenditure stood at EUR34 million, which grew 3.0% YoY...</li> </ul>  |  |
| Decorative Paints    | <ul style="list-style-type: none"> <li>Offers a comprehensive range of interior and exterior decoration and protection products. It provides these products to buildings and infrastructure markets and serves both consumers and professional painters.</li> <li>It also offers a range of mixing mac..</li> </ul> | <ul style="list-style-type: none"> <li>Reported revenue of EUR4,371.0 million for FY2022, which grew 9.9% YoY and recorded a CAGR of 10.8% during 2020-22. The segment accounted for 40.3% of the company's revenue in FY2022.</li> <li>It reported operating income of EUR392.0 million in FY2022, whi..</li> </ul> |
| Performance Coatings | <ul style="list-style-type: none"> <li>Includes marine and protective coatings; automotive and specialty coatings; industrial coatings; and powder coatings. Its products find application in ships, yachts, cars, trucks and buses and industrial installations, among others.</li> <li>Markets marin..</li> </ul> | <ul style="list-style-type: none"> <li>Reported revenue of EUR6,472.0 million for FY2022, which grew 15.5% YoY and recorded a CAGR of 14.3% during 2020-22. The segment accounted for 59.7% of the company's revenue in FY2022.</li> <li>It reported operating income of EUR444.0 million in FY2022, wh..</li> </ul> |
| Corporate and Other  |   | <ul style="list-style-type: none"> <li>Reported revenue of EUR3.0 million for FY2022, which decreased 40% YoY and recorded negative growth of 55.3% during 2020-22. The segment accounted for 0.0% of the company's revenue in FY2022.</li> <li>It reported operating loss of EUR128 million in FY2022...</li> </ul> |

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- Akzo Nobel has formulated Grow & Deliver strategy, which aims to achieve both growth and profitability improvement. Due to economic uncertainty, the focus is on delivering profit and cash while monitoring the market and pursuing growth opportunities selectively. The goal is to become an industry leader in the €140 billion paints and coatings industry. Despite economic challenges in 2023, the company's wide geographical presence and leading positions in various market segments offer potential for growth. The company is also working towards being more efficient and reducing their carbon footprint, with science-based targets for their value chain.
- The company is changing its operating model to promote collaboration across different departments and focus on improving customer satisfaction. They are also integrating their systems and applications to improve efficiency and reduce costs. In 2023, the company will focus on executing their strategies and managing margins to benefit from pricing initiatives. The company is identifying opportunities to save costs, especially within their supply chain. They are preparing themselves for future cycles.

# Key Executives

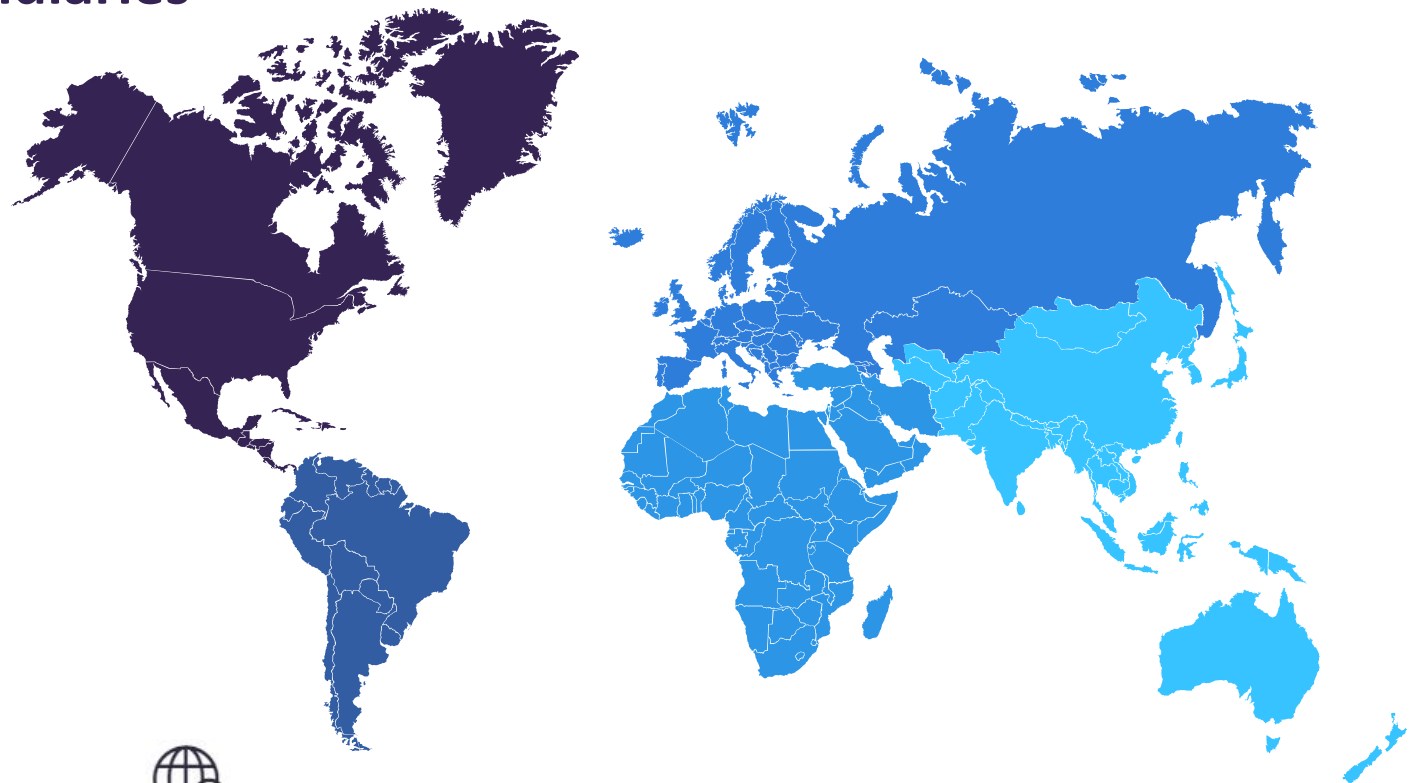


| Name                    | Position                          | Board               | Since | Age |
|-------------------------|-----------------------------------|---------------------|-------|-----|
| Gregoire Poux-Guillaume | Chief Executive Officer, Chairman | Executive Board     | 2022  | -   |
| Jolanda Poots-Bijl      | Director                          | Non Executive Board | 2019  | 54  |
| Patrick Thomas          | Director                          | Non Executive Board | 2017  | 66  |
| Ben Noteboom            | Chairman                          | Non Executive Board | 2023  | -   |
| Dick Sluimers           | Director                          | Non Executive Board | 2015  | 70  |
| Daniel Campos           | Director                          | Non Executive Board | -     | -   |
| Byron Grote             | Director                          | Non Executive Board | 2014  | 75  |
| Patrick Bourguignon     | Director                          | Non Executive Board | 2023  | -   |
| Pamela Kirby            | Director                          | Non Executive Board | 2016  | 70  |
| Ester Baiget            | Director                          | Non Executive Board | 2022  | 52  |

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# Locations & Subsidiaries



## Headquarters

Akzonobel Center, Christian  
Neefestraat 2, Amsterdam,  
Netherlands, 1077WW  
31 20 5027555  
31 20 5027666  
[www.akzonobel.com](http://www.akzonobel.com)



## Key locations & Subsidiaries

PT ICI Paints IndonesiaTitan Center  
9th Floor, Jl Boulevard Bintaro Block  
B7/B1 No.05, Sector 7 Bintaro Jaya,  
Tangerang, Banten, Indonesia, Zip  
Code: 15224

Eka Chemicals de Venezuela CA Zona  
Industrial Santa Cruz Calle 3 con  
Carretera Nac Cagua, Santa Cruz de  
Aragua, Maracay Estado Aragua,  
Venezuela, Zip Code: 2101

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# Locations & Subsidiaries



## Key locations & Subsidiaries

Akzo Nobel Powder Coatings Korea Co Ltd 5ba-203, Sihwa Industrial Complex, 676-12, Seonggok-dong, Danwon-gu, Ansan-si, South Korea, Zip Code: 425-836

TDG Data Centre Bourneville Serco Solutions, Laburnum House, Laburnum Road, Birmingham, United Kingdom, Zip Code: B30 2BD

Marshall Boya ve Vernik Sanayii AS Dilovasi Organize Sanayi Bolgesi 1.Kisim, Tuna Caddesi No:1, Dilovasi, Kocaeli, Turkey, Zip Code: 41455

Colourland Paints Sdn Bhd Lot 729, 15 1/2 Miles,, Jalan Sungai Tiram. P.O. Box 46,, Ulu Tiram, Johor, Malaysia, Zip Code: 81807

Akzo Nobel India Ltd 301 Mahakosh House, 7/5 South Tukoganj, Nath Mandir Road, Gurgaon, Haryana, India, Zip Code: 122011

Industrias Titan, S.A. Pol. Ind. Pratense, calle 114, nº 21-23, El Prat de Llobregat, Barcelona, Spain, Zip Code: 08820

Akzo Nobel Paints (Thailand) Limited 151 Wellgrow Industrial, Est.; Moo 5 Tambol, Bangsamak, Chachoengsao, Thailand, Zip Code: 24180

Akzo Nobel Coatings Ltd 1179 Topsail Rd, Suite 3, Newfoundland and Labrador, Mount Pearl, Canada, Zip Code: A1N 5G2

Akzo Nobel UAE Paints LLC 12th Floor, Al Habtoor Business Towers, Dubai Marina, Dubai, Dubai, United Arab Emirates

Akzo Nobel Powder Coatings SAE 6th Of October City, Industrial Zone 4 - Plot 11 - St. 100, Giza, Egypt, Zip Code: 12451

# Locations & Subsidiaries



## Key locations & Subsidiaries

ICI Americas Inc 10 Finderne Avenue, Bridgewater, New Jersey, United States of America, Zip Code: 08807

Akzo Nobel Decorative Coatings AB Staffanstorpsvagen 50, Malmo, Sweden, Zip Code: SE-232-61

Akzo Nobel Ltda. Rodovia Raposo Tavares, km 18,5 S/N, Bloco 51 Jardim Arpoador, Sao Paulo, Brazil

Akzo Nobel Performance Coatings (Shanghai) Co. Ltd No.137 East Jiangtian Road, Songjiang District, China

Akzo Nobel Aerospace Coatings GmbH In de Tarpen 41, Norderstedt, Schleswig-Holstein, Germany, Zip Code: 22848

Cacharrería Mundial S.A.S. Calle 19 A No. 43B-41, Medellin, Antioquia, Colombia

Akzo Nobel (Australia) Pty Ltd 2 Capelli Road, Wingfield, South Australia, Australia, Zip Code: 5013

Akzo Nobel Chang Cheng (Taiwan) Ltd Kon 6th Road Lin Kou 21, Taipei, Taiwan, Zip Code: 244

Akzo Nobel Pulp and Performance Chemicals S.A.S. Z.I. du Bec, Aquitaine, Ambes, Ile-de-France, France, Zip Code: 33810

AkzoNobel Russia Street Smolnaya 24D, Moscow, Russia, Zip Code: 125445

[Click here to view more](#) for full list of locations & subsidiaries



# Akzo Nobel NV

## Theme Strategy

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# Theme Exposure (by Signal)



Our theme exposure map ranks the management team’s priorities, by tracking the company’s real-time activity levels in each theme across a range of signals.

| Theme                   | News | Deals | Social Media | All signals |
|-------------------------|------|-------|--------------|-------------|
| Innovation              |      |       |              |             |
| Robotics                |      |       |              |             |
| Artificial Intelligence |      |       |              |             |
| Cloud                   |      |       |              |             |
| Future of Work          |      |       |              |             |
| ESG - Environmental     |      |       |              |             |
| Fintech                 |      |       |              |             |
| COVID-19                |      |       |              |             |
| Batteries               |      |       |              |             |
| Electric Vehicles       |      |       |              |             |
| Cybersecurity           |      |       |              |             |
| Internet of Things      |      |       |              |             |
| Social Media            |      |       |              |             |
| Regulation              |      |       |              |             |
| Space Economy           |      |       |              |             |

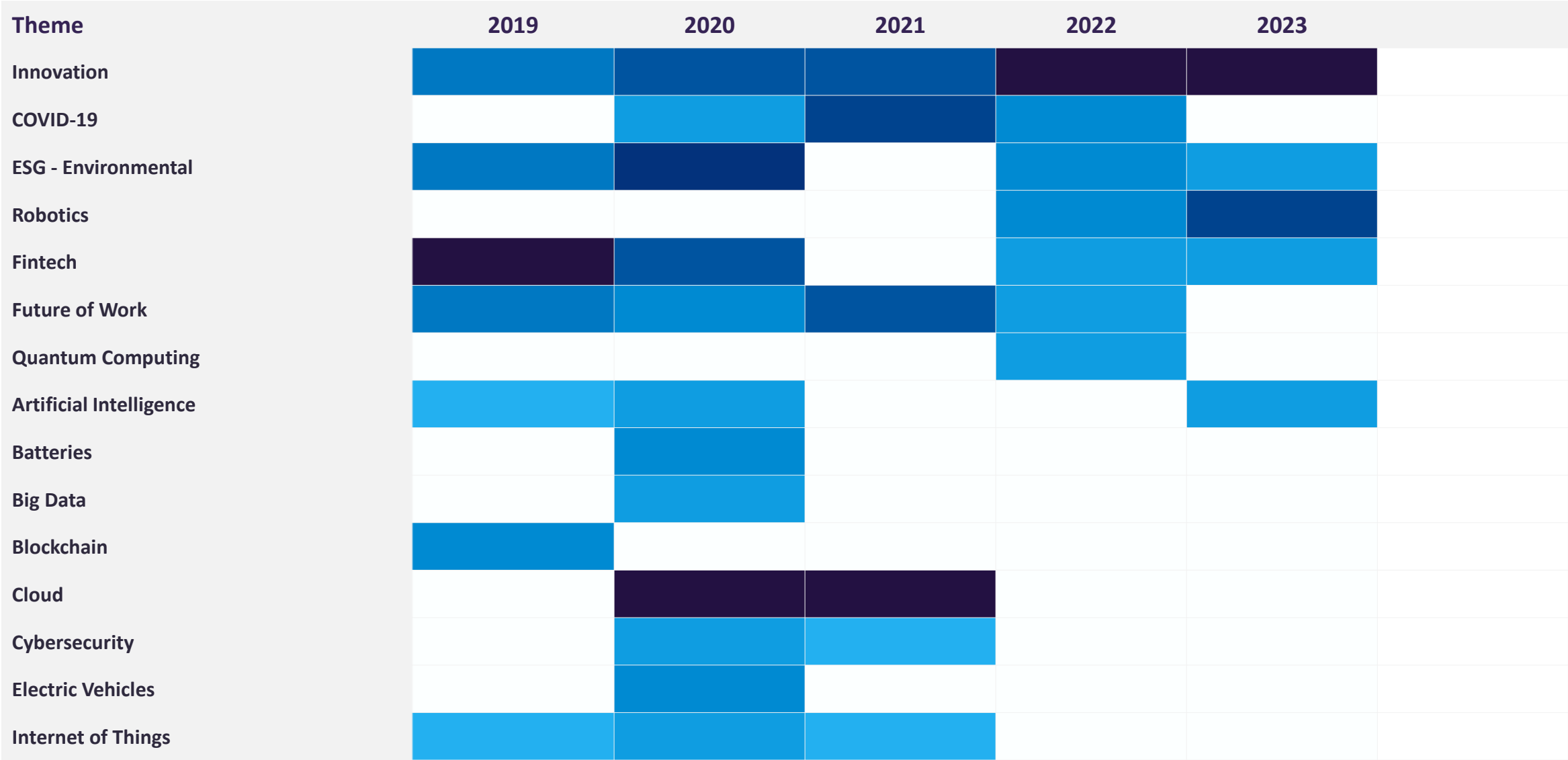
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**Note:** By tagging millions of data items to themes across a range of alternative datasets – including news, deals, company filings, jobs, patents and social media mentions – our thematic engine has created a series of theme exposure maps which rank companies, sectors, and locations on their exposure to each theme.

Source: GlobalData's Intelligence Center

# Theme Exposure (by Time)

Our theme exposure map ranks the management team’s priorities, by tracking the company’s real-time activity levels in each theme across a range of signals.



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**Note:** By tagging millions of data items to themes across a range of alternative datasets – including news, deals, company filings, jobs, patents and social media mentions – our thematic engine has created a series of theme exposure maps which rank companies, sectors, and locations on their exposure to each theme.

Source: GlobalData's Intelligence Center



# Akzo Nobel NV

## Digital Strategy

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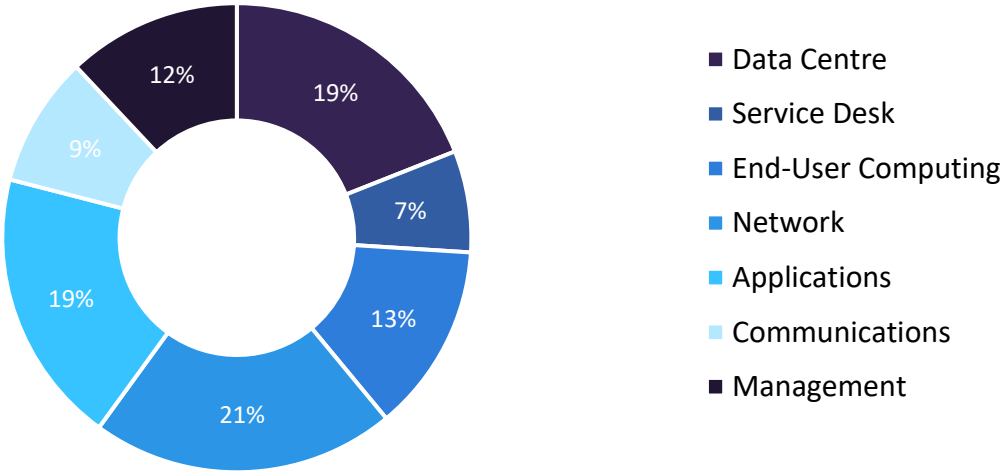


# Digital Strategy: Estimated ICT Budget for 2023

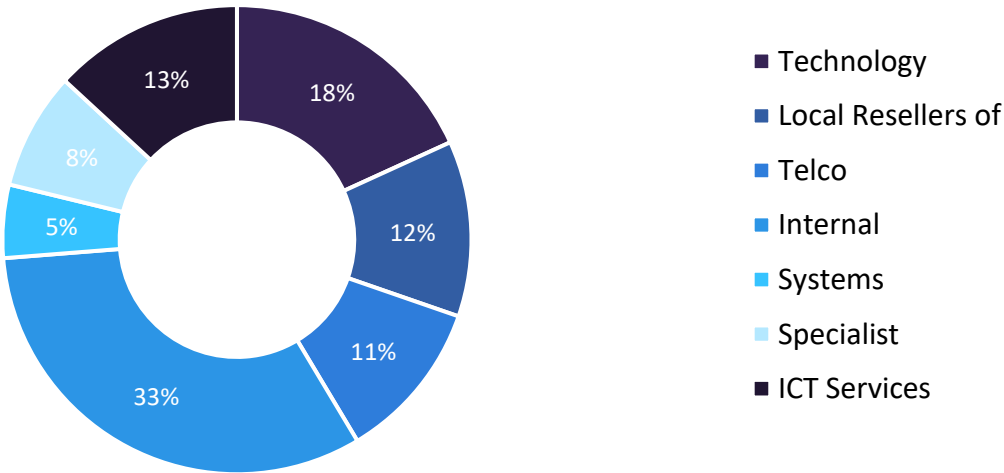


| Breakdown of ICT budget by spending category, 2023 |                |
|--|----------------|
| Spending category                                  | US\$'000       |
| Internal development and maintenance spend         | 155,023        |
| External spend                                     | 332,295        |
| <b>Total Spend</b>                                 | <b>487,318</b> |

Total ICT spend by function, 2023



Total IT spend by channel, 2023

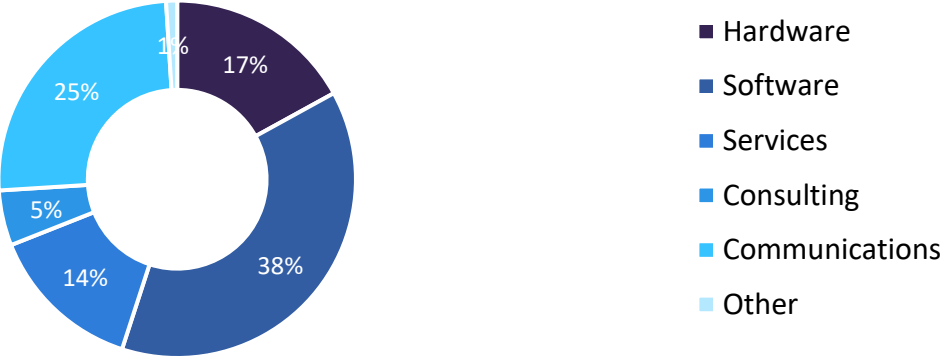


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# Digital Strategy: Estimated ICT Budget for 2023



External ICT spend by segment, 2023



| Breakdown of external ICT budget by segment, 2023                               |  | US\$'000 |
|---|--|----------|
| Hardware (including cloud IaaS)   |  | 56,933   |
| Network Equipment   |  | 21,457   |
| Security Equipment  |  | 2,894    |
| Servers   |  | 8,236    |
| Storage   |  | 7,602    |
| Desktop PCs/Laptops   |  | 10,488   |
| Communication Devices (Conferencing Phones, Interactive Screens, Mobile Phones) |  | 5,542    |
| Other   |  | 714      |
| Consulting  |  | 17,032   |
| Systems Design and Integration  |  | 9,169    |
| Security Consulting   |  | 3,411    |
| Education And Training Services   |  | 2,201    |
| Data Management and Analytics Professional Services                             |  | 1,521    |
| Other Consulting  |  | 731      |

|   |  |         |
|---|--|---------|
| Network and Communications                        |  | 84,012  |
| Managed IP telephony service (IP-PBX, IP-Centrex) |  | 1,988   |
| Fixed voice (excluding VoIP)                      |  | 2,468   |
| VoIP  |  | 1,416   |
| Broadband   |  | 5,060   |
| Mobile Communication                              |  | 37,575  |
| Conferencing and Collaboration Services           |  | 983     |
| Network services (Excluding SD-WAN)               |  | 30,858  |
| SD-WAN  |  | 1,821   |
| Satellite Connectivity Services                   |  | 680     |
| Other   |  | 1,162   |
| Software (Inc Cloud SaaS and PaaS)                |  | 126,406 |
| Business Process Applications                     |  | 40,070  |
| Data Management and Analytics                     |  | 15,078  |
| Communication and Collaboration Software          |  | 7,436   |
| Security  |  | 9,813   |
| Storage   |  | 4,297   |
| ICT Infrastructure Management (excluding SD-WAN)  |  | 25,592  |
| Software Defined Networking/SD-WAN                |  | 2,780   |
| Cloud Management Platforms                        |  | 1,512   |
| Desktop Virtualization/ Cloud Consoles            |  | 1,347   |
| Other   |  | 18,480  |
| ICT Services                                      |  | 45,038  |
| Application Services                              |  | 12,816  |
| Hosting & Data Center Services                    |  | 14,762  |
| Security & Privacy Services                       |  | 2,460   |
| Desktop Services & User Support                   |  | 4,555   |
| Storage Services                                  |  | 1,521   |
| Managed Cloud Services                            |  | 5,662   |
| Systems Integration                               |  | 567     |
| Device Leasing Services                           |  | 477     |
| Other   |  | 2,217   |
| Other   |  | 2,874   |

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# Major ICT Contracts



| Primary vendor                  | Start date  | End date    | Contract duration (months) | Total Contract Value(US\$M) | IT solutions area / primary IT service type | Signing region |
|---------------------------------|-------------|-------------|----------------------------|-----------------------------|---|----------------|
| Atos SE                         | 09-Dec-2021 | 08-Dec-2024 | 36                         | 7.52                        | Services                                    | Netherlands    |
| Infosys Ltd                     | 12-Sep-2018 | 11-Sep-2023 | 60                         | 225.00                      | Services                                    | Netherlands    |
| Microsoft Corp                  | 03-Jun-2018 | 02-Jun-2023 | 60                         | 10.37                       | Services                                    | Netherlands    |
| Orange SA                       | 07-Apr-2020 | 06-Apr-2023 | 36                         | 12.38                       | Services                                    | Netherlands    |
| DXC Technology Co               | 18-Dec-2017 | 17-Dec-2022 | 60                         | 8.38                        | Services                                    | Netherlands    |
| SAP SE                          | 26-Aug-2016 | 25-Aug-2021 | 60                         | 4.07                        | Software                                    | Netherlands    |
| NorthgateArinso LLC             | 11-Mar-2015 | 10-Mar-2020 | 60                         | 45.00                       | Services                                    | Netherlands    |
| Orange Business Services SA     | 07-Oct-2013 | 06-Oct-2018 | 60                         | 130.00                      | Services                                    | Netherlands    |
| Infosys Ltd                     | 12-Sep-2013 | 12-Sep-2018 | 60                         | 214.50                      | Services                                    | Netherlands    |
| Kuehne + Nagel International AG | 26-Jul-2016 | 25-Jul-2018 | 24                         | 20.00                       | Services                                    | Austria        |

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# Digital Strategy: Install Base



Top Vendors by intensity\*.

| Vendor Name                       | Product Name                 | IT Solution                   | IT Infrastructure    | IT Segment                                    | Last Reviewed | Intensity |
|-----------------------------------|------------------------------|-------------------------------|----------------------|---|---------------|-----------|
| Fluent Inc                        | Fluent                       | Business Process Applications | Software/Application | Product Lifecycle Management Applications     | 23 May 2022   | 1,919     |
| Microsoft Corp                    | Microsoft Office             | Business Process Applications | Software/Application | Office Productivity Applications              | 18 Mar 2022   | 1,384     |
| Ziff Davis Inc                    | J2 Communicator              | Business Process Outsourcing  | Service              | Customer Relationship Management (CRM) BPO    | 23 May 2022   | 546       |
| Microsoft Corp                    | Microsoft Excel              | Business Process Applications | Software/Application | Office Productivity Applications              | 30 Dec 2020   | 428       |
| Microsoft Corp                    | Microsoft (Unstated Product) | Business Process Applications | Software/Application | Office Productivity Applications              | 23 May 2022   | 359       |
| Huge Inc                          | Huge                         | Business Process Applications | Software/Application | Customer Relationship Management Applications | 11 May 2022   | 207       |
| ASOS Plc                          | AOS                          | IT Management                 | Software/Application | Application Lifecycle Management              | 19 May 2022   | 175       |
| Mediterranean Shipping Company SA | MSC (Unstated Product)       | Business Process Outsourcing  | Service              | Vertical-specific BPO                         | 17 May 2022   | 175       |
| Consid AB                         | Consid (Unstated Product)    | Other                         | Other                | Others  | 10 May 2022   | 174       |
| SAP SE                            | SAP SRM                      | Business Process Applications | Software/Application | Supply Chain Management Applications          | 23 May 2022   | 158       |

**\*Note:** Intensity refers to the number of individual/independent data from which we confirm the relationship between the client (prospect) and the vendor (the technology provider). The higher the number the greater our confidence level that a client-vendor relationship exists between the two.

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Source: GlobalData's Intelligence Center

# Digital Strategy: Install Base

Top Vendors by intensity.



# Digital Landscape: Recent Partnerships



| Date        | Headline  | Partner | Geography       |
|-------------|---|---------|-----------------|
| 02 Sep 2020 | European CEO Alliance emphasizes cross-industry collaboration to fight climate change |         | Spain           |
| 21 Apr 2020 | AkzoNobel, Orange business services to drive digital transformation                   |         | United States   |
| 17 Feb 2020 | BMW Group chooses AkzoNobel as supplier of vehicle refinish products and services     |         | Russia; Germany |
| 23 Apr 2019 | AkzoNobel and Openclaims start knowledge partnership                                  |         | Netherlands     |



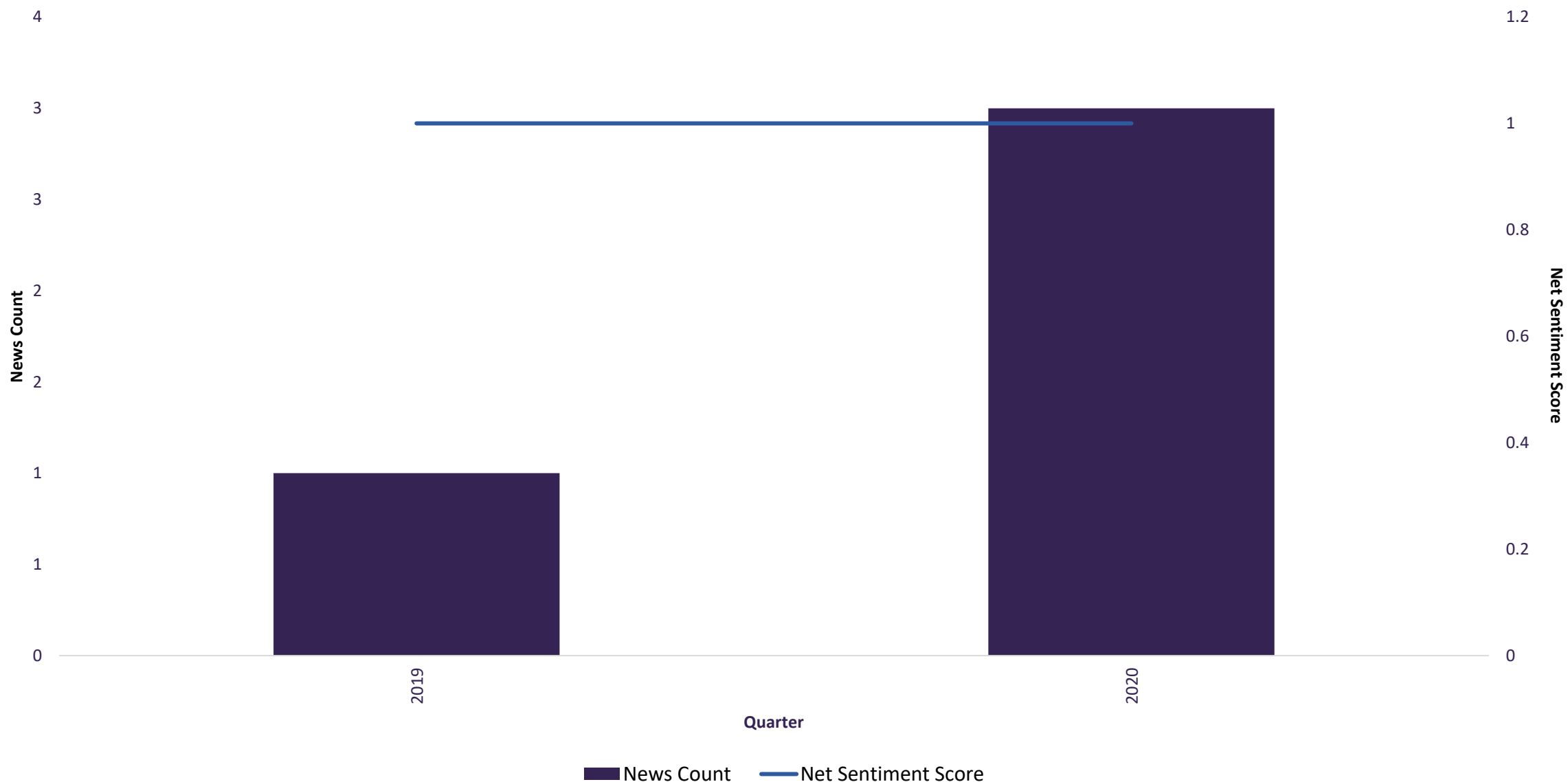
# Akzo Nobel NV

## Recent Developments

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# News Trend and Sentiment



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# Akzo Nobel NV

## Deal Strategy

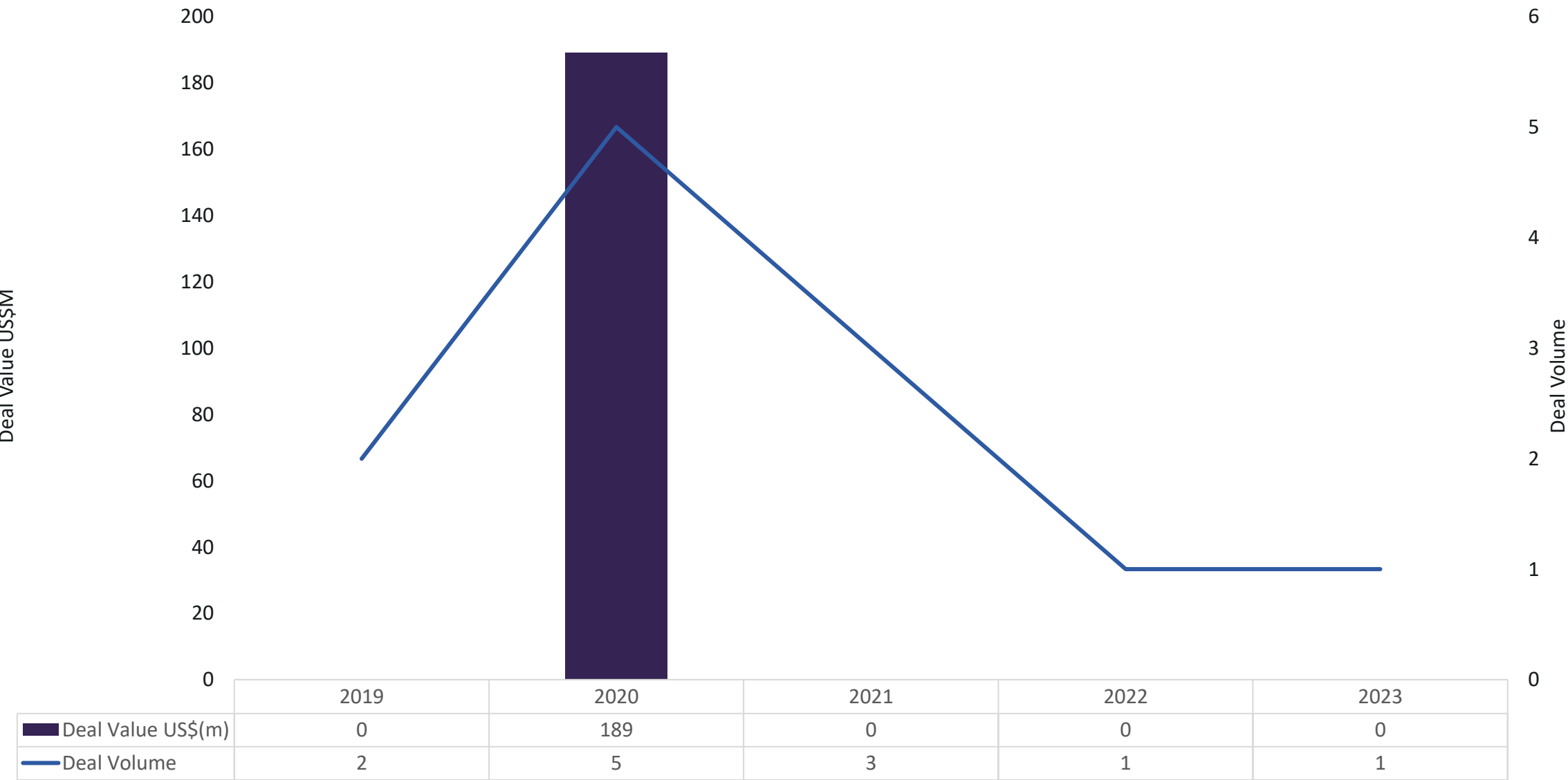
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# M&A Strategy



Value and volume of mergers and acquisitions made in last 5 years.



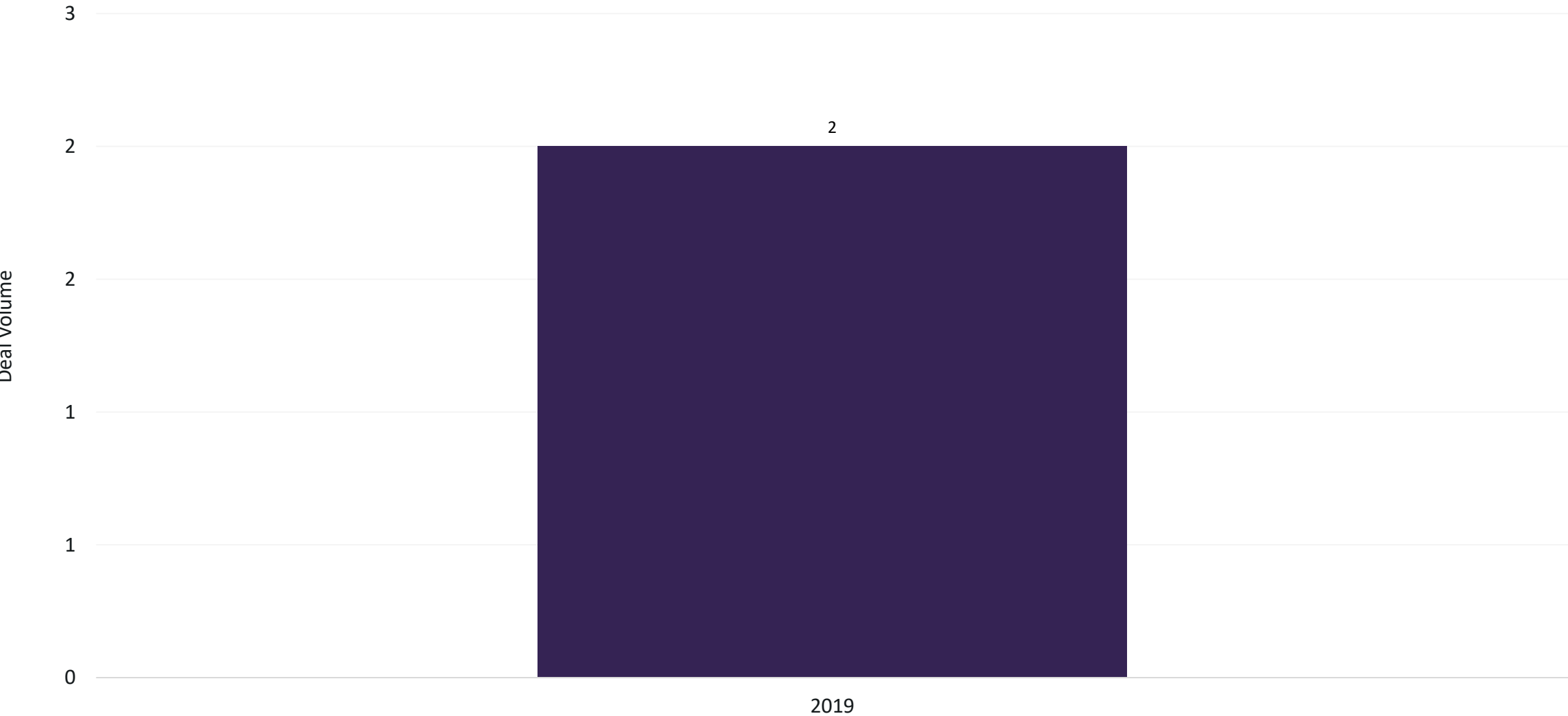
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Source: GlobalData's Intelligence Center



Volume of divestments made in last 5 years.



# M&A Strategy (Recent Acquisitions and Divestments)



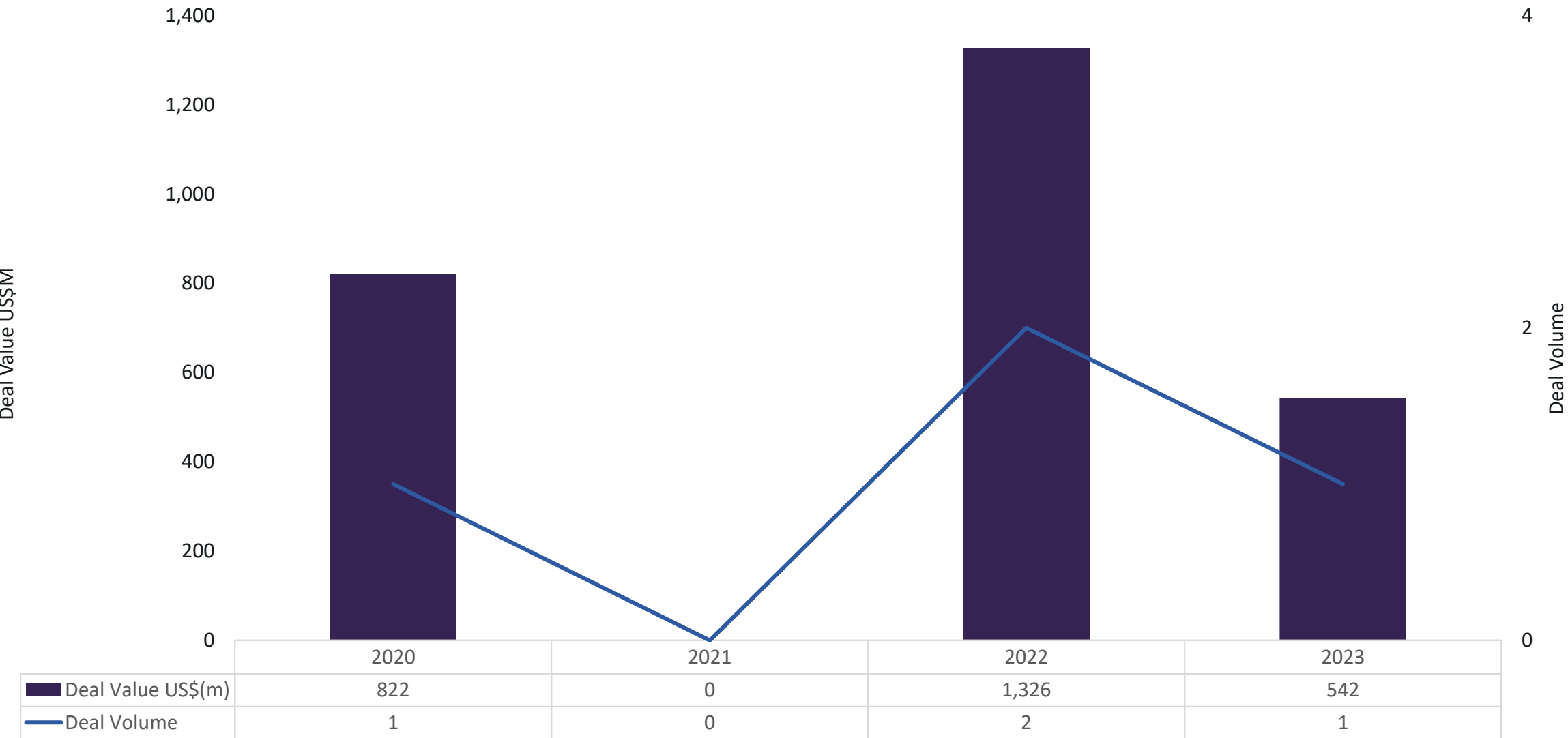
| Announced Date | Headline                            | Deal Type   | Deal Status | Deal Value (US\$M) | Acquirer/Investor/Client | Issuer/Partner/Target/Service Provider | Vendor |
|----------------|-------------------------------------|-------------|-------------|--------------------|--------------------------|--|--------|
| 31 Mar 2021    | AkzoNobel Acquires Stake in Qlayers | Acquisition | Completed   | n/a                | Akzo Nobel NV            | Qlayers                                | -      |

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# Capital Raising Strategy



Capital raised in the last 5 years.



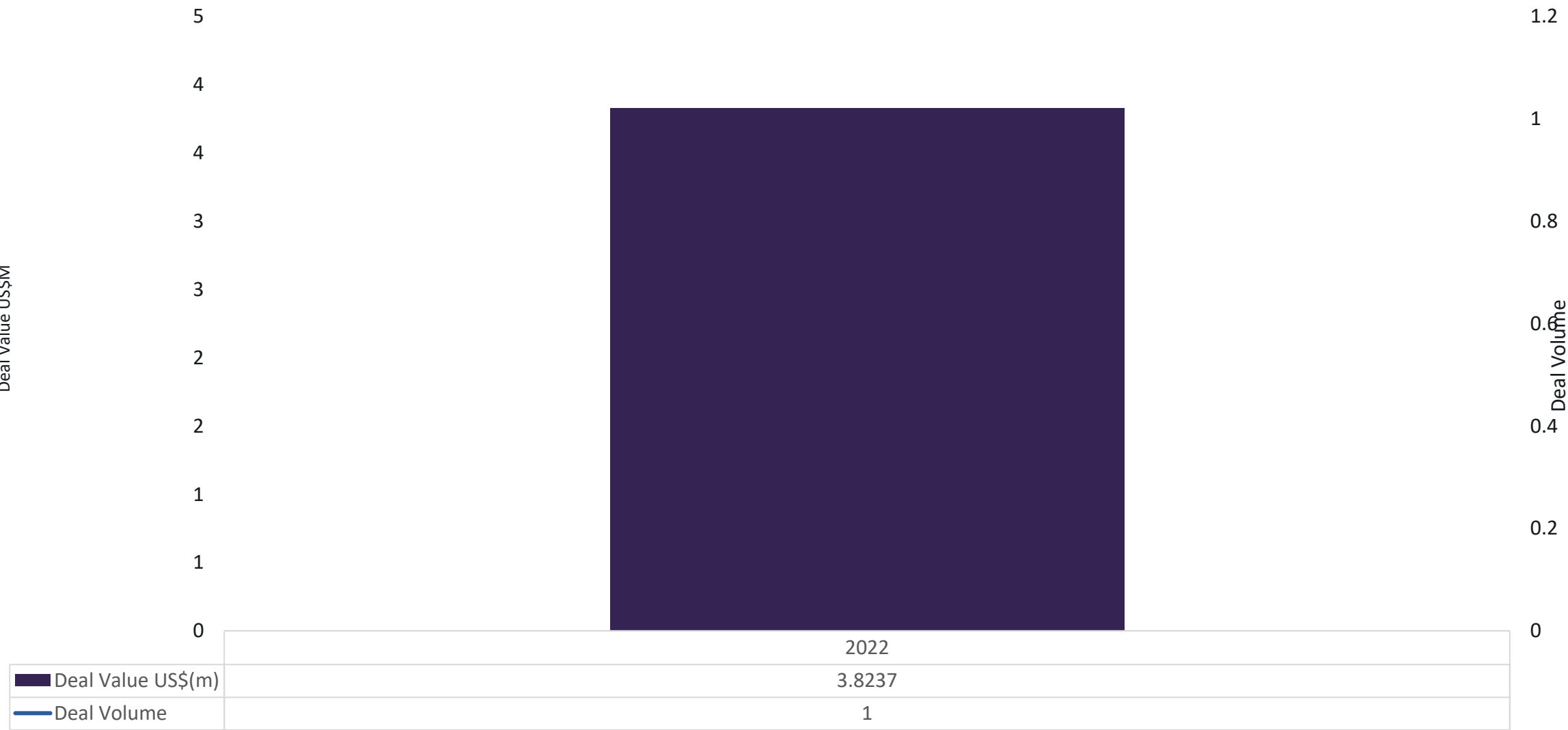
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Note: Includes capital raised in debt and equity.

# Corporate Venturing



Value and volume of investments in last 5 years.







# Akzo Nobel NV

## Patent Strategy

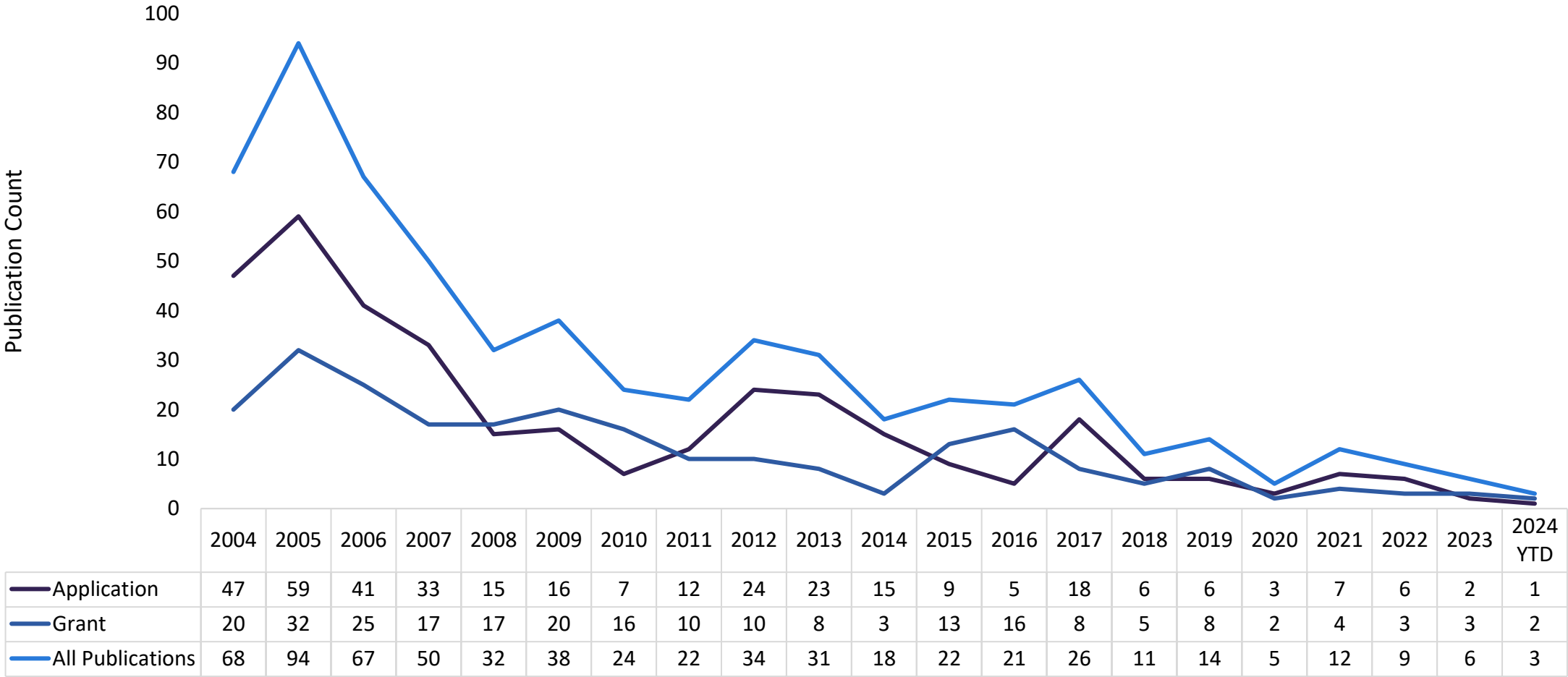
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# Patent Publication Trends



Patenting activities (Grants, applications, and all publications) in the last 20 years.



[Click here to view more](#)

**Note:** Applications are the pre-grant publications and Grants are the post-grant publications of the patent applications

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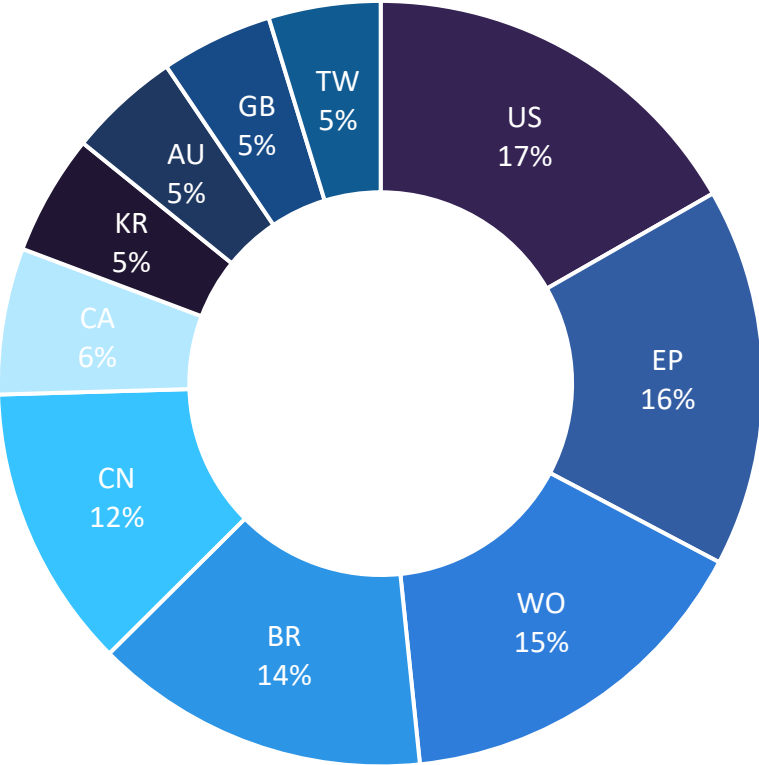
Source: GlobalData's Intelligence Center

# Patents by Authority

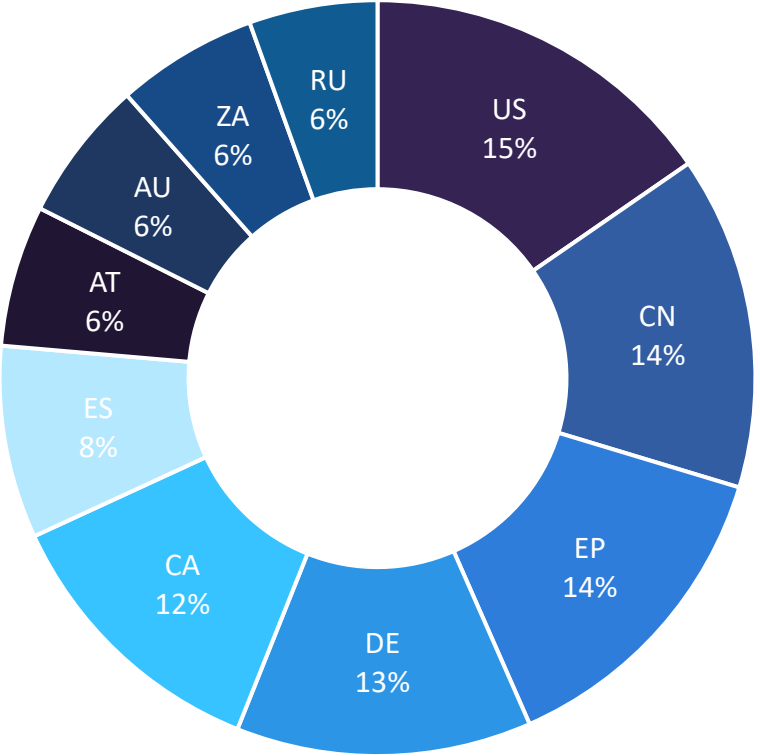


Authority-wise patent portfolio breakdown for the applications and grants in the last 20 years.

Applications



Grants



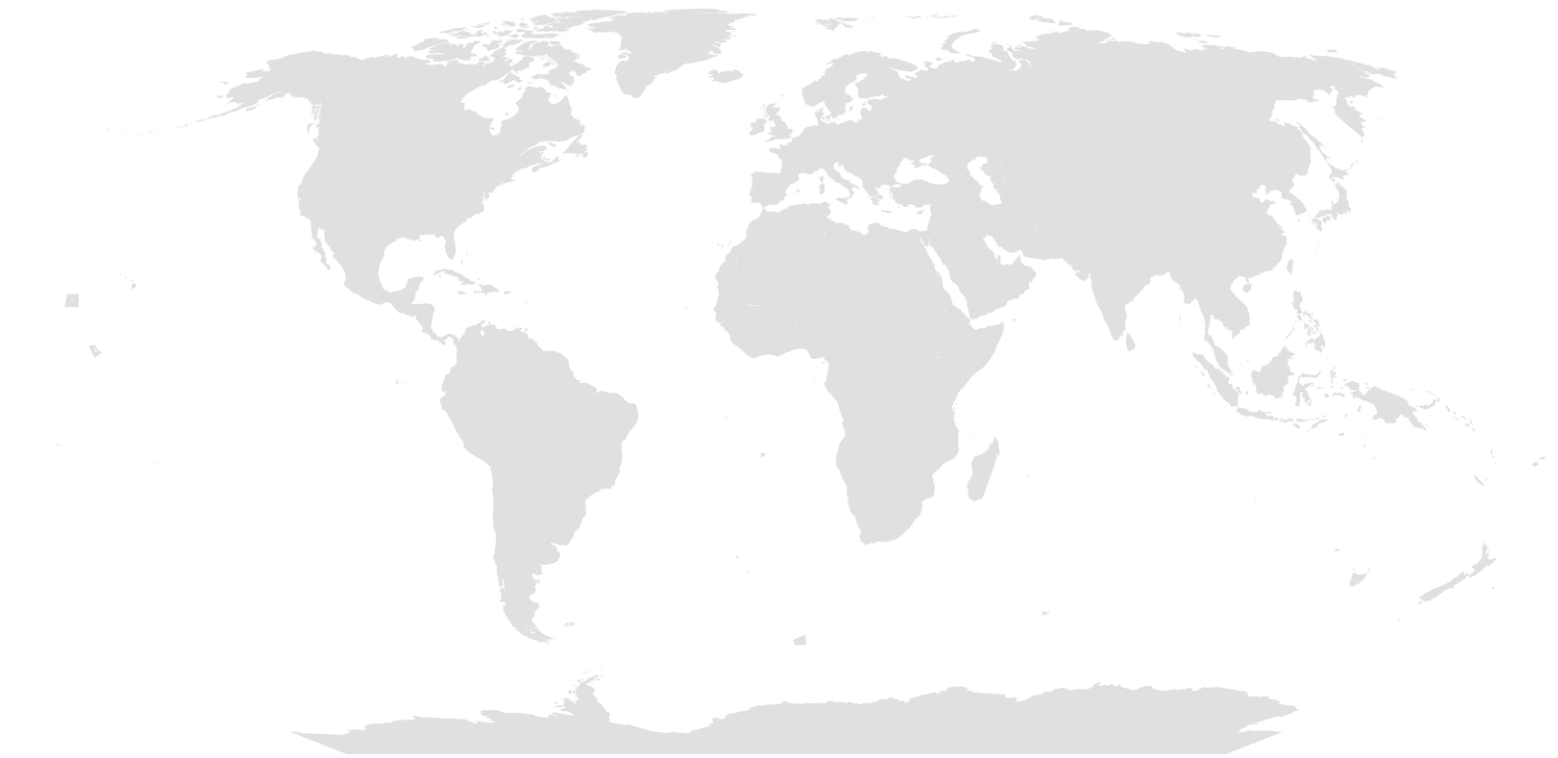
[Click here to view mcore](#)

Note: Please see appendix for Authority codes

# Patents by Country



Patent publications by country in the last 20 years.



| Country                    | Count | %   |
|----------------------------|-------|-----|
| United States              | 74    | 12% |
| China                      | 59    | 10% |
| Brazil                     | 47    | 8%  |
| Canada                     | 39    | 6%  |
| Germany                    | 26    | 4%  |
| Australia                  | 24    | 4%  |
| South Korea                | 23    | 4%  |
| Taiwan (Province of China) | 21    | 3%  |
| Russia                     | 20    | 3%  |
| Spain                      | 15    | 2%  |
| United Kingdom             | 15    | 2%  |
| Mexico                     | 14    | 2%  |
| South Africa               | 11    | 2%  |
| Austria                    | 10    | 2%  |
| Israel                     | 9     | 1%  |

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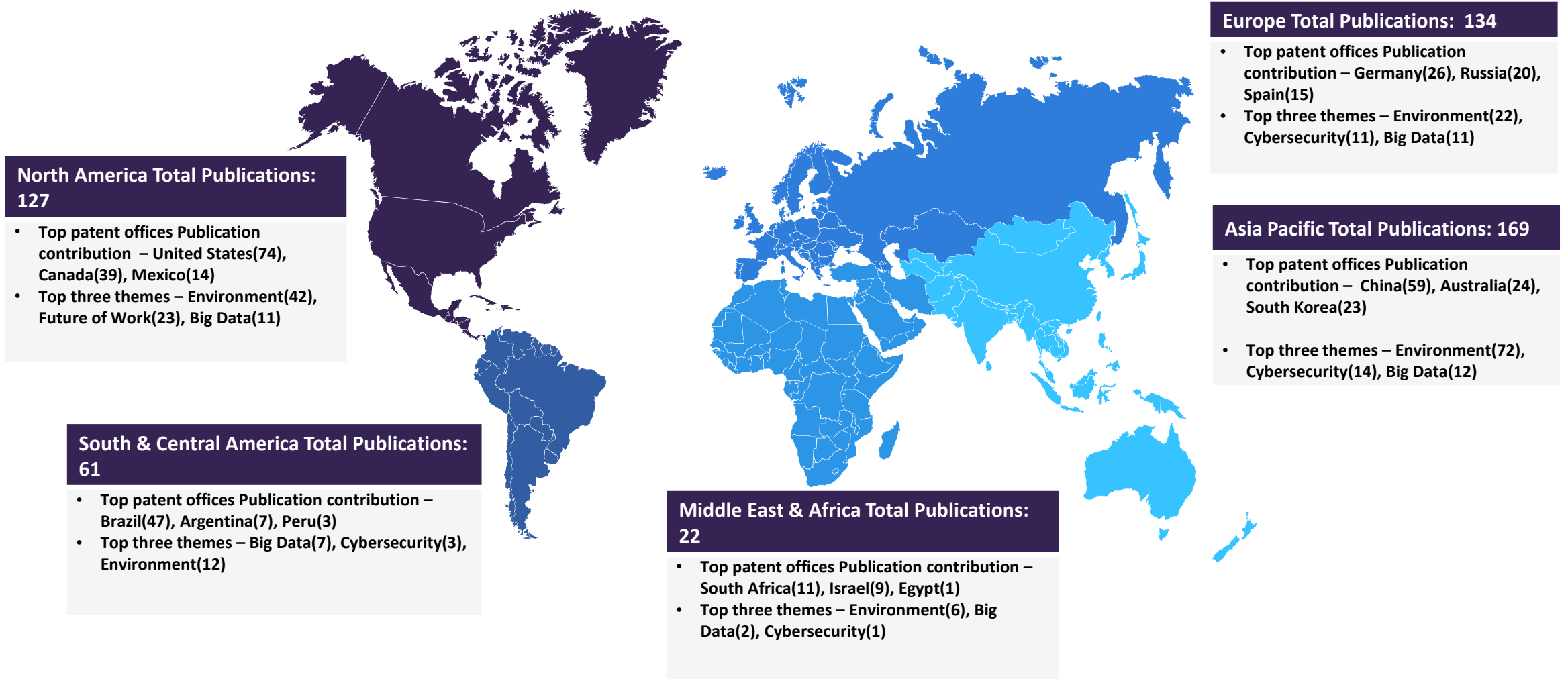
**Note:** Top Countries showcased are based on all publications.

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# IP Protection by Region



Regional distribution of patenting activity (Total Publications) in the last 20 years.



[Click here to view more](#)

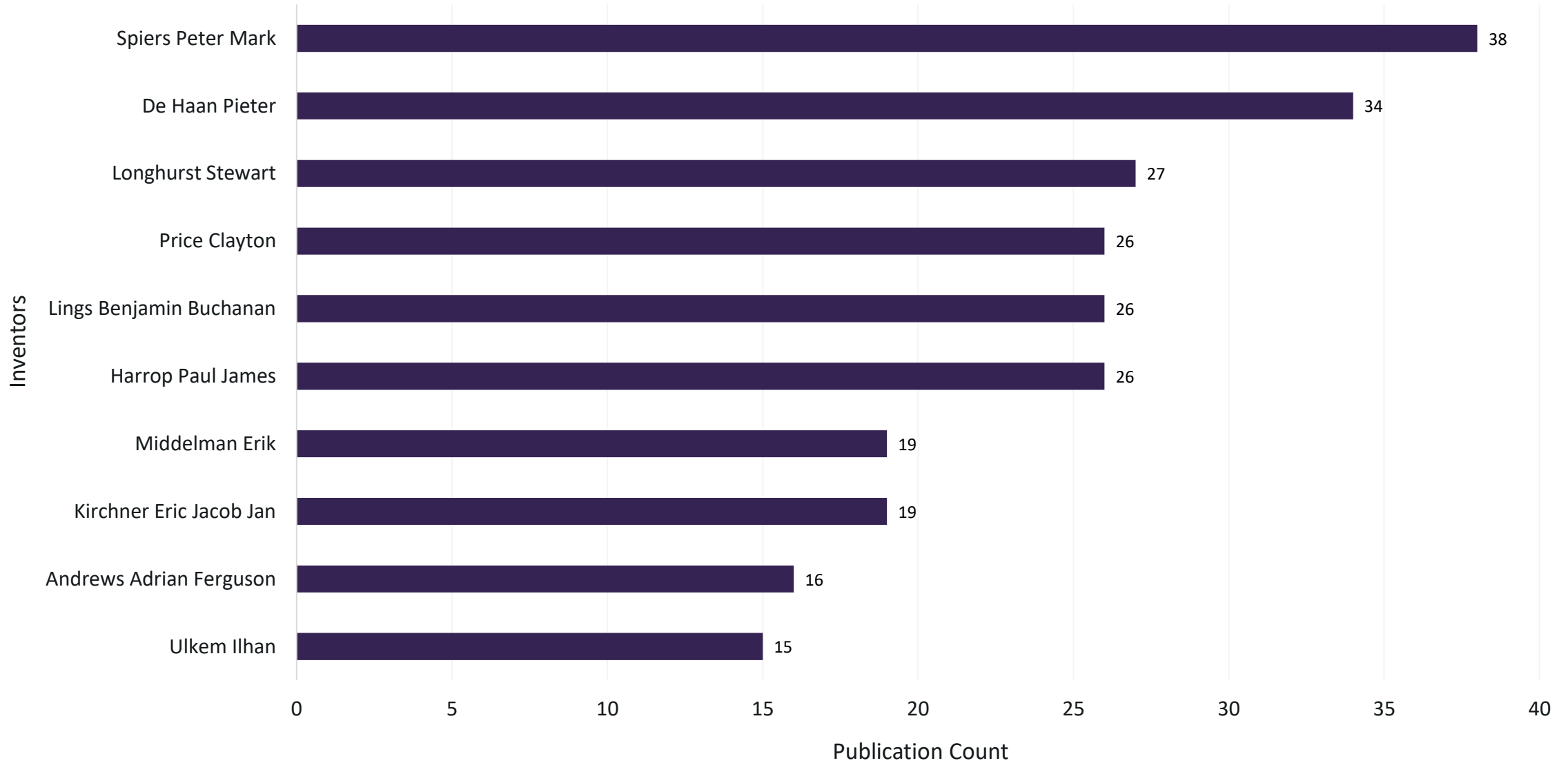
Note: National and regional patenting authorities are mapped to respective regions based on their jurisdictions. WIPO patents are not considered for the analysis.

Source: GlobalData's Intelligence Center

# Top Innovators



Key inventors by publications.

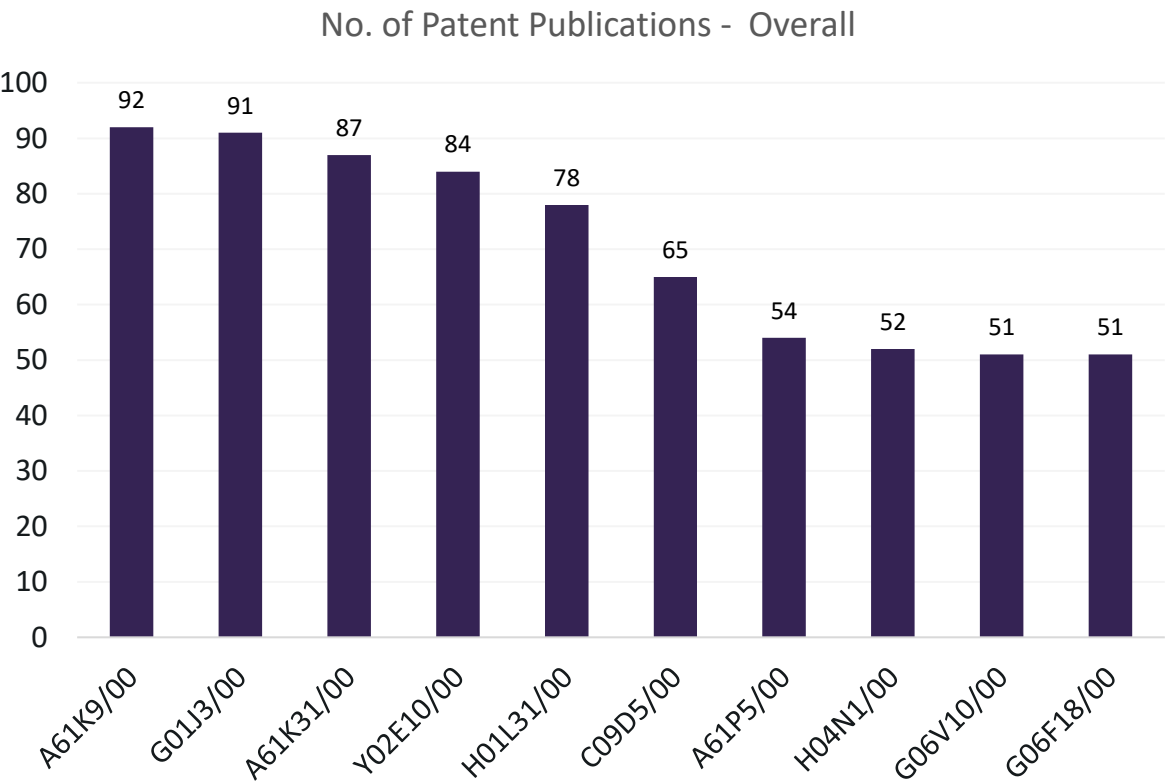


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# Key CPC Classifications



The top 10 CPC classification (Main Group level) where the company has filed most of the patents during past 20 years.



| CPC Classification | # Publications | Description  |
|--------------------|----------------|--|
| A61K9/00           | 92             | A61K9/00 : Medicinal preparations characterised by special physical form   |
| G01J3/00           | 91             | G01J3/00 : Spectrometry; Spectrophotometry; Monochromators; Measuring colours  |
| A61K31/00          | 87             | A61K31/00 : Medicinal preparations containing organic active ingredients   |
| Y02E10/00          | 84             | Y02E10/00 : Energy generation through renewable energy sources   |
| H01L31/00          | 78             | H01L31/00 : Semiconductor devices sensitive to infra-red radiation, light, electromagnetic radiation of shorter wavelength or corpuscular radiation and specially adapted either for the conversion of the energy of such radiation into electrical energy or for the control of electrical energy by such radiation; Processes or apparatus specially adapted for the manufacture or treatment thereof or of parts thereof; Details thereof |
| C09D5/00           | 65             | C09D5/00 : Coating compositions, e.g. paints, varnishes or lacquers, characterised by their physical nature or the effects produced ; Filling pastes   |
| A61P5/00           | 54             | A61P5/00 : Drugs for disorders of the endocrine system   |
| H04N1/00           | 52             | H04N1/00 : Scanning, transmission or reproduction of documents or the like, e.g. facsimile transmission; Details thereof   |
| G06V10/00          | 51             | G06V10/00 : Arrangements for image or video recognition or understanding   |
| G06F18/00          | 51             | G06F18/00 : Pattern recognition  |

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# Recent Applications



| Publication Identifier | Publication Date | Document Type | Application Number | Title  |
|------------------------|------------------|---------------|--------------------|--|
| WO2024013027A1         | 18-Jan-24        | Application   | EP2023068914W      | Method of obtaining a color subpalette from a moodboard  |
| US20230136460A1        | 04-May-23        | Application   | US17918258         | Method for determining representative colours from at least one digital colour image   |
| EP4136619A1            | 22-Feb-23        | Application   | EP21717099A        | Verfahren zur ermittlung von repräsentativen farben aus wenigstens einem digitalen farbbild  |
| BR112022019424A2       | 06-Dec-22        | Application   | BR112022019424A    | Método implementado por computador para determinar um número predeterminado, k, de cores representativas de pelo menos uma imagem colorida digital, método implementado por computador para determinar cores de tinta e sistema para determinar um número predeterminado de k cores representativas a partir de pelo menos uma imagem colorida digital |
| CN115335864A           | 11-Nov-22        | Application   | CN202180024543A    | Method for determining representative color from at least one digital color image  |
| US20220301238A1        | 22-Sep-22        | Application   | US17619057         | Visualizing wood staining  |
| EP3994662A1            | 11-May-22        | Application   | EP20734236A        | Visualisierung von holzfärbung   |
| CN114096992A           | 25-Feb-22        | Application   | CN202080046532A    | Visualizing wood staining  |
| BR112021026086A2       | 08-Feb-22        | Application   | BR112021026086A    | Método implementado por computador para gerar uma visualização de um substrato de madeira tingido, sistema para gerar uma visualização de um substrato de madeira tingido e produto de programa de computador  |
| EP3904466A1            | 03-Nov-21        | Application   | EP21172407A        | Auswahl einer schutzbeschichtung   |
| BR112019020178A2       | 26-Oct-21        | Application   | BR112019020178A    | Variant phosphoribosylpyrophosphate amidotransferase and method of preparing purine nucleotide using the same  |
| DK2794774T3            | 25-Oct-21        | Application   | DK12809259T        | Fremgangsmåde til valg og påføring af en beskyttende belægning   |
| WO2021209413A1         | 21-Oct-21        | Application   | EP2021059493W      | Method for determining representative colours from at least one digital colour image   |
| BR112021013071A2       | 21-Sep-21        | Application   | BR112021013071A    | Method and device for processing video signal by using inter prediction  |
| WO2021001310A1         | 07-Jan-21        | Application   | EP2020068237W      | Visualizing wood staining  |



# Recent Applications



| Publication Identifier | Publication Date | Document Type | Application Number | Title  |
|------------------------|------------------|---------------|--------------------|--|
| CA3142778A1            | 07-Jan-21        | Application   | CA3142778A         | Visualizing wood staining  |
| US20200133247A9        | 30-Apr-20        | Application   | US16561713         | Method and system for controlling body-shop processing   |
| EP3593303A1            | 15-Jan-20        | Application   | EP18710422A        | Verfahren und system zur verarbeitungssteuerung in einer karosseriewerkstatt   |
| GB2575110A             | 01-Jan-20        | Application   | GB1810749A         | Endoscope  |
| US20190391570A1        | 26-Dec-19        | Application   | US16561713         | Method and system for controlling body-shop processing   |
| AU2019268110A1         | 12-Dec-19        | Application   | AU2019268110A      | Process for matching paint   |
| CN110462653A           | 15-Nov-19        | Application   | CN201880021511A    | Method and system for controlling body-shop processing   |
| BR112012016753A2       | 24-Sep-19        | Application   | BR112012016753A    | método, programa de computador ou um conjunto de programas de computador, mídia que pode ser lida por computador e aparelho  |
| BRPI1006570A2          | 26-Mar-19        | Application   | BRPI1006570A       | "método de exibição de imagens de um revestimento de efeito, método de seleção de um possível revestimento, e, sistema de exibição de imagens de um revestimento de efeito de efeito " |
| US20190080341A1        | 14-Mar-19        | Application   | US16124892         | Method and system for computer-assisted paint selection  |
| US20180323329A1        | 08-Nov-18        | Application   | US15972204         | Low temperature p-i-n hybrid mesoporous optoelectronic device  |
| WO2018162571A1         | 13-Sep-18        | Application   | EP2018055637W      | Method and system for controlling body-shop processing   |
| US20180259945A1        | 13-Sep-18        | Application   | US15456152         | Method and system for controlling body-shop processing   |
| GB201810749D0          | 15-Aug-18        | Application   | GB1810749A         | Endoscope  |
| BR112012032725A8       | 03-Apr-18        | Application   | BR112012032725A    | Processo contínuo de produção de dióxido de cloro  |

## Recent Grants



| Publication Identifier | Publication Date | Document Type | Application Number | Title  |
|------------------------|------------------|---------------|--------------------|--|
| US11900507B2           | 13-Feb-24        | Grant         | US17619057         | Visualizing wood staining  |
| BR112022019424B1       | 09-Jan-24        | Grant         | BR112022019424A    | Método implementado por computador para determinar um número predeterminado, k, de cores representativas de pelo menos uma imagem colorida digital, método implementado por computador para determinar cores de tinta e sistema para determinar um número predeterminado de k cores representativas a partir de pelo menos uma imagem colorida digital |
| ES2953945T3            | 17-Nov-23        | Grant         | ES20734236T        | Visualización de tinción de madera   |
| EP3994662B1            | 09-Aug-23        | Grant         | EP20734236A        | Visualisierung von holzfärbung   |
| ZA202210982B           | 28-Jun-23        | Grant         | ZA202210982A       | Method for determining representative colours from at least one digital colour image   |
| BR112012017253B1       | 15-Feb-22        | Grant         | BR112012017253A    | Método e aparelho para determinar dados de colorimetria de uma amostra de cor a partir de uma imagem da mesma  |
| ES2893873T3            | 10-Feb-22        | Grant         | ES12809259T        | Un proceso de selección y aplicación de un revestimiento protector   |
| BR112012016626B1       | 08-Feb-22        | Grant         | BR112012016626A    | Método e aparelho para determinar dados de colorimetria de uma amostra de cor a partir de uma imagem da mesma  |
| US11205735B2           | 21-Dec-21        | Grant         | US15972204         | Low temperature p-i-n hybrid mesoporous optoelectronic device  |
| EP2794774B8            | 08-Sep-21        | Grant         | EP12809259A        | Verfahren zur auswahl einer fäulnissteuerungsbeschichtung  |
| EP2794774B1            | 28-Jul-21        | Grant         | EP12809259A        | Verfahren zur auswahl einer fäulnissteuerungsbeschichtung  |
| US11022964B2           | 01-Jun-21        | Grant         | US16561713         | Method and system for controlling body-shop processing   |
| BRPI1006570B1          | 13-Oct-20        | Grant         | BRPI1006570A       | método de exibição de imagens de um revestimento de efeito, método de seleção de um possível revestimento, e, sistema de exibição de imagens de um revestimento de efeito.   |
| KR102074277B1          | 06-Feb-20        | Grant         | KR1020147019690 A  | A process of selecting and applying a protective coating   |
| PL2526684T3            | 30-Sep-19        | Grant         | PL700652T          | Method and system for determining colour from an image   |

## Recent Grants



| Publication Identifier | Publication Date | Document Type | Application Number | Title   |
|------------------------|------------------|---------------|--------------------|---|
| US10375148B2           | 06-Aug-19        | Grant         | US14366589         | Colour variant selection method using a mobile device   |
| TR201910137T4          | 22-Jul-19        | Grant         | TR201910137T       | Bir görüntüden renk belirlemek için yöntem ve sistem.   |
| CN105009152B           | 09-Jul-19        | Grant         | CN201480011435A    | 用于匹配涂料的方法   |
| US10289101B2           | 14-May-19        | Grant         | US15456152         | Method and system for controlling body-shop processing  |
| CA2820939C             | 07-May-19        | Grant         | CA2820939A         | Mdi based linings and membranes from prepolymers with very low free monomeric isocyanates   |
| EP2526684B1            | 10-Apr-19        | Grant         | EP11700652A        | Verfahren und system zur bestimmung der farbe aus einem bild  |
| ES2700467T3            | 15-Feb-19        | Grant         | ES10719741T        | Visualización de revestimientos de efecto en dispositivos electrónicos de visualización   |
| US10152494B2           | 11-Dec-18        | Grant         | US14771606         | Process for matching paint  |
| EP2425404B1            | 12-Sep-18        | Grant         | EP10719741A        | Anzeige von effektbeschichtungen auf elektronischen anzeigevorrichtungen  |
| KR101875173B1          | 06-Jul-18        | Grant         | KR1020137017795A   | Mdi mdi based linings and membranes from prepolymers with very low free monomeric isocyanates   |
| BRPI0713046B1          | 12-Jun-18        | Grant         | BRPI0713046A       | fita de transferência térmica, processo para a fabricação de uma fita, e sistema tendo uma fita de transferência térmica e uma impressora |
| EP2655462B1            | 04-Apr-18        | Grant         | EP11808076A        | Auf mdi basierende auskleidungen und membranen aus präpolymeren mit sehr niedrigem gehalt an freien monomeren isocyanaten                 |
| CA2786955C             | 28-Nov-17        | Grant         | CA2786955A         | Method and system for determining colour from an image  |
| US9791318B2            | 17-Oct-17        | Grant         | US13265643         | Display of effect coatings on electronic display devices  |
| MY163207A              | 15-Aug-17        | Grant         | MYPI2013701003A    | Mdi based linings and membranes from prepolymers with very low free monomeric isocyanates   |

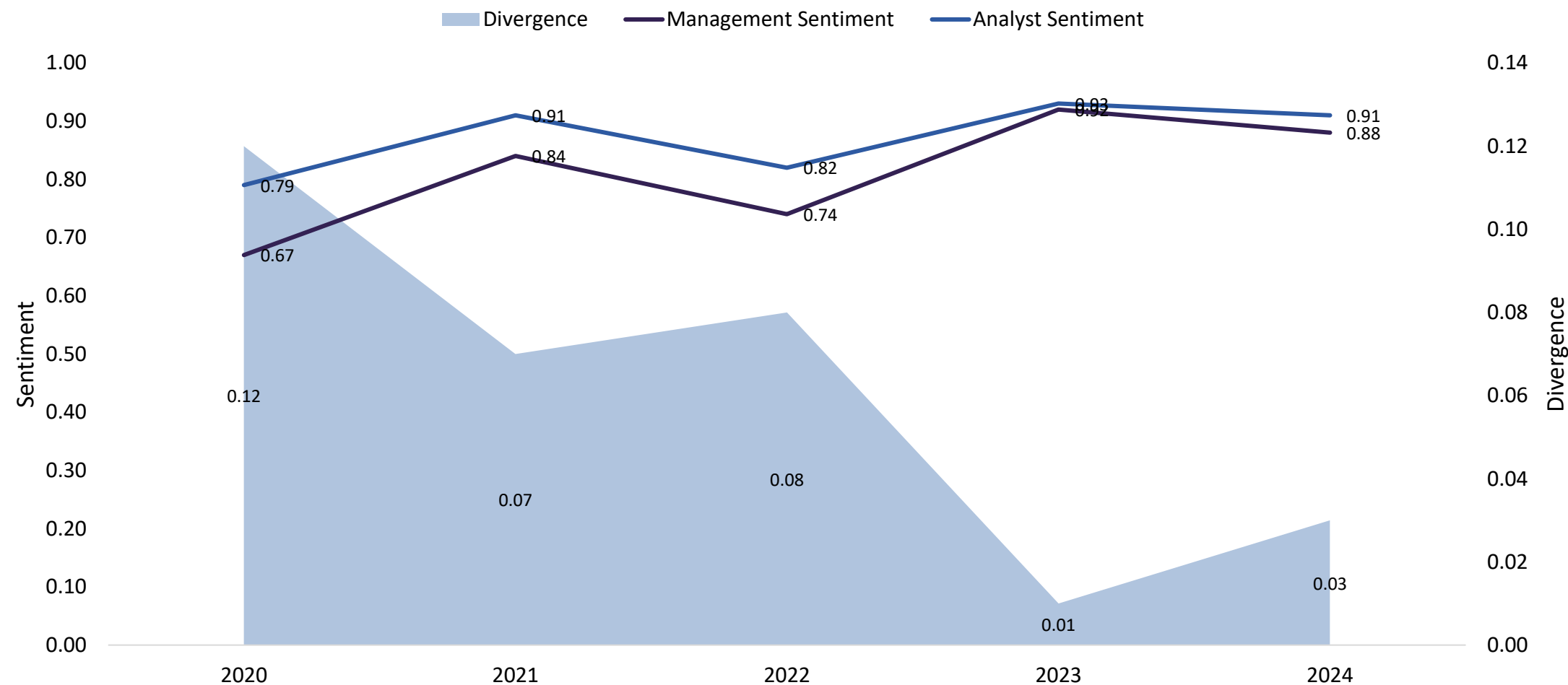


# Akzo Nobel NV

## Management Outlook

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# Corporate Filings - Management vs. Analyst sentiment



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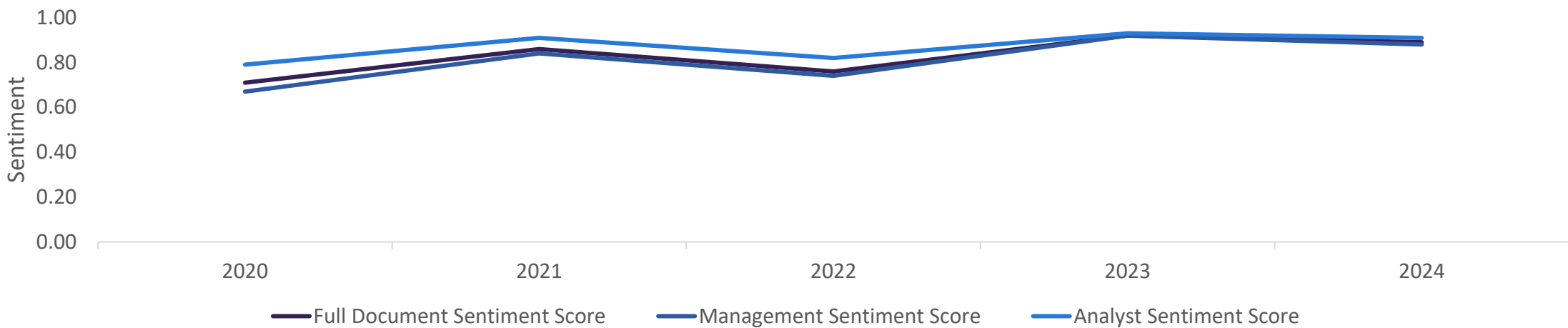
The filings sentiment classification is done at a sentence level using a combination of an NLP and machine learning model. The model is trained on sentences from filings documents and hence considers the context and is not a keyword approach.

Note: The analysis is based on earnings call transcripts

Orange Restricted

Source: GlobalData's Intelligence Center

# Sentiment and Mentions



Note: The analysis is based on earnings call transcripts



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The filings sentiment classification is done at a sentence level using a combination of an NLP and machine learning model. The model is trained on sentences from filings documents and hence considers the context and is not a keyword approach.

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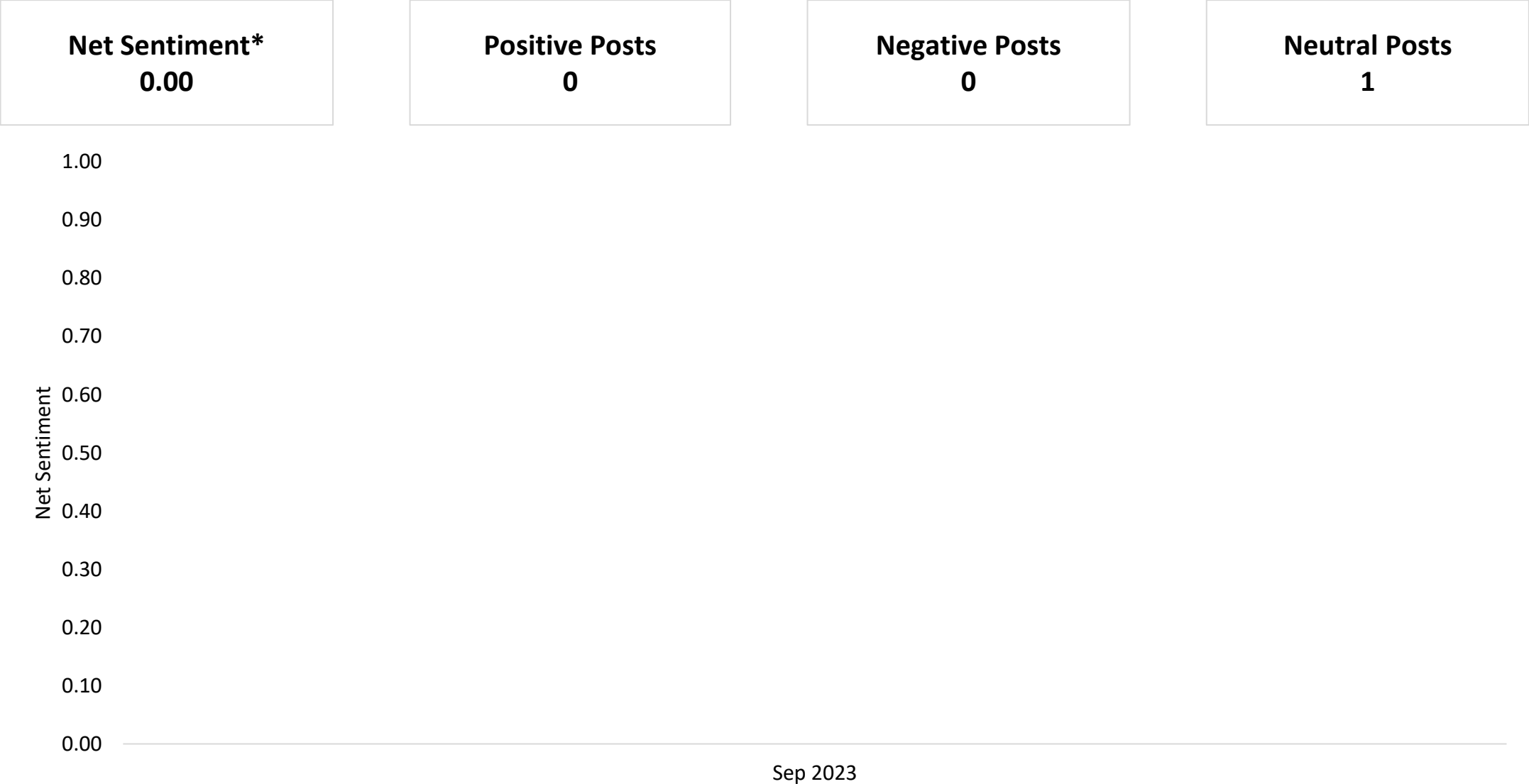
# Akzo Nobel NV

## Social Media

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# Net Sentiment Trend

Trailing 12-month sentiment trend



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\*The Net sentiment score is calculated as ratio of Count of Positives and (Count of Positives + Count of Negatives)





# Appendix

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# Patent Authority Codes



| Code | Authority  |
|------|--|
| US   | United States of America                           |
| WO   | WIPO<br>(World Intellectual Property Organization) |
| EP   | European Patent Office                             |
| CA   | Canada   |
| IL   | Israel   |
| AU   | Australia  |
| BR   | Brazil   |
| CN   | China  |
| MX   | Mexico   |
| JP   | Japan  |
| KR   | South Korea  |
| TW   | Taiwan   |
| DE   | Germany  |
| AT   | Austria  |
| BE   | Belgium  |
| BR   | Brazil   |
| CL   | Chile  |

| Code | Authority  |
|------|------------|
| CO   | Colombia   |
| DK   | Denmark    |
| EG   | Egypt      |
| FI   | Finland    |
| FR   | France     |
| GE   | Georgia    |
| GR   | Greece     |
| HK   | Hongkong   |
| IS   | Iceland    |
| IN   | India      |
| IT   | Italy      |
| JO   | Jordan     |
| KZ   | Kazakhstan |
| KE   | Kenya      |
| LV   | Latvia     |
| LU   | Luxembourg |
| MY   | Malaysia   |

| Code | Authority      |
|------|----------------|
| MX   | Mexico         |
| MN   | Mongolia       |
| NL   | Netherlands    |
| NZ   | New Zealand    |
| NO   | Norway         |
| PA   | Panama         |
| PH   | Philippines    |
| PL   | Poland         |
| RO   | Romania        |
| RU   | Russia         |
| SG   | Singapore      |
| ES   | Spain          |
| SE   | Sweden         |
| CH   | Switzerland    |
| TR   | Turkey         |
| GB   | United Kingdom |
| ZW   | Zimbabwe       |



| Term             | Description  |
|------------------|--|
| News Sentiment   | Highlights positive, negative, and neutral impressions for news.   |
| Hiring Trend     | Analysis of job postings made by a company on its career page.   |
| Company Filing   | Database of filings made by public companies including IPO prospectus, Annual reports, Quarterly reports, Earnings transcripts, Investor presentations, ESG reports etc.                       |
| Filing Sentiment | Score for filings released by the company, leveraging advanced ML and NLP model at the sentence level. The sentiment is scored between 0 and 1. Higher the score, the better is the sentiment. |
| Themes           | Key topics arising from new technologies, macroeconomic shifts, and social trends.   |

| Field Name                        | Description   |
|-----------------------------------|---|
| <b>Merger</b>                     | Combination of two or more companies into one company. The company which issues shares as consideration to target company shareholders is called Surviving Company (Transferee Company). The company whose shareholders receive shares is called Target Company (Transferor Company). |
| <b>Acquisition</b>                | When one company or group of companies acquire an equity stake in another company or when a company or group of companies disposing off their stake(s) in the other company through a secondary market transaction.   |
| <b>Asset Transaction</b>          | When one company acquires asset/property/business division related to another company. Assets may include property, facilities, business division, operations, brands, etc.   |
| <b>Equity Offering</b>            | A deal, in which Issuer Company sells an ownership stake in it to investors to raise capital.   |
| <b>Debt Offering</b>              | The issuance of debt securities comprises either convertible security like convertible debt, convertible senior note or non-convertible as in senior note, etc. Usually, these securities have a maturity date, coupon and conversion price (in case of convertible debt securities). |
| <b>Partnership</b>                | A Partnership is a business transaction in which two or more companies together undertake certain business operations.  |
| <b>Private Equity</b>             | A deal is classified as a private equity deal if the acquirer is a private equity firm, with the exception to transactions where a PE firm acquiring another PE firm.   |
| <b>Venture Financing</b>          | Venture financing (VF) involves providing capital to startups and small businesses with exceptional growth potential.   |
| <b>Licensing Agreement</b>        | A license is a contractual right that gives someone permission to engage in a defined activity or to use certain property that is owned by someone else.  |
| <b>Contract Service Agreement</b> | Contract Service Agreements indicates the service offered by a Contract Manufacturing Organization (CMO): Active Pharmaceutical Ingredient (API) manufacture, Dosage Form manufacture, Packaging, or Analytical Services.   |

| Term                         | Definition  |
|------------------------------|---|
| <b>Patent</b>                | Patent is the document defining a right conferred by the grant but is often used to mean published specification  |
| <b>Assignee</b>              | An individual or group of people who have the permission or right to manufacture or license an invention by the inventor, bound by contract   |
| <b>Application date</b>      | The date on which the application, which contains disclosure of the invention is submitted to the patent office   |
| <b>Publication date</b>      | The publication date is the date on which a patent application is first published. It is the date on which the document is made available to the public, thereby making it part of the state of the art. A publication date range can be selected based on the user's requirement to search for prior art between the date ranges |
| <b>Filings</b>               | These are pre-grant publications published by a patent authority once the patent is filed by an applicant. In most authorities, the patents are usually published within 18 months from the date of filing depending on the patent laws of that authority   |
| <b>Grant</b>                 | These are patent documents issued/granted by the patent authority as per patent laws in the patent authority  |
| <b>Patent Offices</b>        | The public body which received and grants patents in each country   |
| <b>IPC</b>                   | <b>International Patent Classification (IPC)</b> is a hierarchical classification system used to classify and search patent documents according to the technical fields they pertain.   |
| <b>CPC</b>                   | <b>Cooperative Patent Classification (CPC)</b> is an extension of the IPC and is jointly managed by the EPO and the US Patent and Trademark Office. It is divided into nine sections, A-H and Y, which in turn are sub-divided into classes, sub-classes, groups and sub-groups.  |
| <b>Themes</b>                | Key topics arising from new technologies, macroeconomic shifts, and social trends.  |
| <b>Application diversity</b> | Measures the number of different applications identified for each relevant patent and broadly splits companies into either 'niche' or 'diversified' innovators  |
| <b>Geographic reach</b>      | Refers to the number of different countries each relevant patent is registered in and reflects the breadth of geographic application intended, ranging from 'global' to 'local'   |



| Term                                | Description   |
|-------------------------------------|---|
| Job Title                           | Job Title, as available from the employer.  |
| Job Description                     | Job description as posted by the employer.  |
| Posted Jobs                         | New job postings for a given time period.   |
| Closed Jobs                         | Jobs closed/removed from the career page of the employer.   |
| Active Jobs                         | Jobs available for application on the employer career page.   |
| Days to Close / Job Duration (Days) | Number of days from a new job posting to the removal/closure on the career page of the employer.                                      |
| Job Growth                          | Year-on-year jobs growth in %.  |
| Index                               | The base value is defined as 100 and rest of the values are benchmarked against the base. This helps with relative comparison.        |
| S&P 500 Index                       | The S&Ps 500, is a stock market index tracking the performance of 500 large companies listed on stock exchanges in the United States. |

| Term                                   | Description  |
|--|--|
| <b>Social Media Analytics Platform</b> | GlobalData's Social Media Analytics platform allows businesses to understand brand sentiments, product led conversations, buzzing trends among Twitter Influencers and Redditors tracked by GlobalData, by using a combination of AI and human based analysis that curate content and displays only what matters to you. |
| <b>Total Contributors</b>              | Number of contributors which include Twitter Influencers, Media accounts and Reddit Authors, who have posted content related to the search.  |
| <b>Twitter Influencer</b>              | Number of unique Twitter handles of industry experts/individuals tracked by GlobalData who posted content related to a search.   |
| <b>Redditors</b>                       | Number of unique reddit accounts who have posted content related to a search.  |
| <b>Total Posts</b>                     | Count of all posts which include tweets, reddit posts and reddit comments  |
| <b>Engagement</b>                      | For Twitter, engagements are calculated as sum of Likes and Retweets. For Reddit, Engagements are calculated as sum of upvotes and number of comments.   |
| <b>Engagement Rate</b>                 | Ratio of total engagements by total posts.   |
| <b>Global Score</b>                    | Global Score is calculated based on weights assigned to parameters like average content engagements, follower network, number of times other Influencers tracked by GlobalData have referred them in content, and content relevancy.   |
| <b>Average reaction</b>                | It is calculated as total engagements (Total Likes + Total Retweets) / Total Posts shared during the period.   |

**For any questions or further enquiries please  
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Or use the “Ask an Analyst” function in the Intelligence  
Center.

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