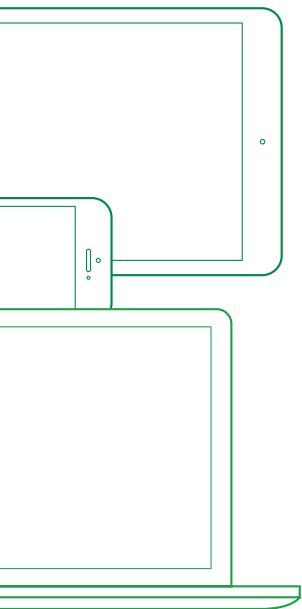


Annual Report 2014-15



**60 vibrant
years**



Fulfilling our green mandate for sixty vibrant years

This annual report reflects our
commitment for a greener world and
can be accessed digitally from
[https://www.akzonobel.com/in/investor_
relations/annual_reports_and_results/](https://www.akzonobel.com/in/investor_relations/annual_reports_and_results/)



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Sixty vibrant years

Looking back is always one way of planning for the future because the past invariably reveals lessons learnt, strategies that worked and success stories. As AkzoNobel India enters its 61st year, our thoughts turn to the decades gone by. It has been a time of change and challenge; we have grown our presence, added more customers and introduced new products and innovations. Along the way, we have built a robust talent pool and entered unexplored markets. We have also met changing customer aspirations and emerged as a significant player in the coatings industry. AkzoNobel has steadily invested in quality infrastructure and technology and this strategy has really worked well; it has given us a competitive edge in a volatile economic situation. And, in the midst of all this, our commitment to sustainability has

remained unchanged. We are leaders in sustainability and will carry on with our endeavour to create more value from fewer resources.

We have chosen 'Sixty vibrant years' as the theme of this annual report for it is these memorable decades that have defined the company's past. Driven by our values, we strongly believe that AkzoNobel will continue to deliver with passion for excellence.



AkzoNobel India at a glance

AkzoNobel India is part of the AkzoNobel Group, a leading global paints and coatings company and a major producer of specialty chemicals. Headquartered in Amsterdam, The Netherlands, AkzoNobel has an employee strength of over 47,000 in around 80 countries. Its portfolio includes well-known brands such as Dulux, Sikkens, International, Interpon and Eka. In 2008, we became a member of the AkzoNobel Group.

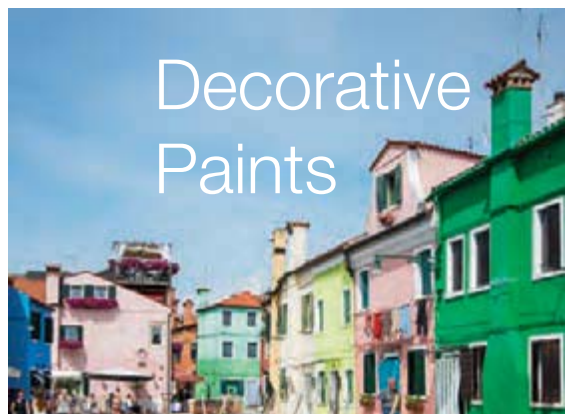
At AkzoNobel India, we manufacture and market a wide range of decorative paints, performance coatings and

specialty chemicals. In the last 60 years, we have witnessed expansion, growth and transformation and have emerged as one of the leading players in the Indian paints industry.

The company provides innovative solutions to various sectors, including automotive, consumer electronics, power, aviation, shipping and leisure craft, construction, oil and gas, water and waste water treatment, food and beverages, among others. We use best-in-class technologies to meet evolving customer aspirations and have manufacturing facilities, offices and distribution networks across the country.

In line with our parent company's focus on sustainable development, we believe in making life more livable and cities more human through our products, services, manufacturing processes and innovation. Our manufacturing facilities are provided with state-of-the-art environmental management systems. We are committed to Health, Safety, Environment & Security (HSE&S), with care being taken to protect the people and the planet.

Our businesses



Our operational landscape

6

State-of-the-art
manufacturing plants

4

Regional
offices

2

Innovation
centres

75+

Warehouses

9,000+

Dealer / Partners
network

Creating shareholder value

₹ 65 bn

Market
capitalisation
as on 31 March 2015

₹ 1.1 bn

Dividend
for FY 2014-15
(including tax)

Driving operational excellence (2014-15)

₹ 9.7 bn

Gross block

3.4 times

Asset turnover

30%

ROI

Our listings

Bombay Stock Exchange

Scrip ID 500710 – AKZOINDIA
Group B | Index: BSE 500

National Stock Exchange

Scrip ID – AKZOINDIA
Index: S & P CNX 500

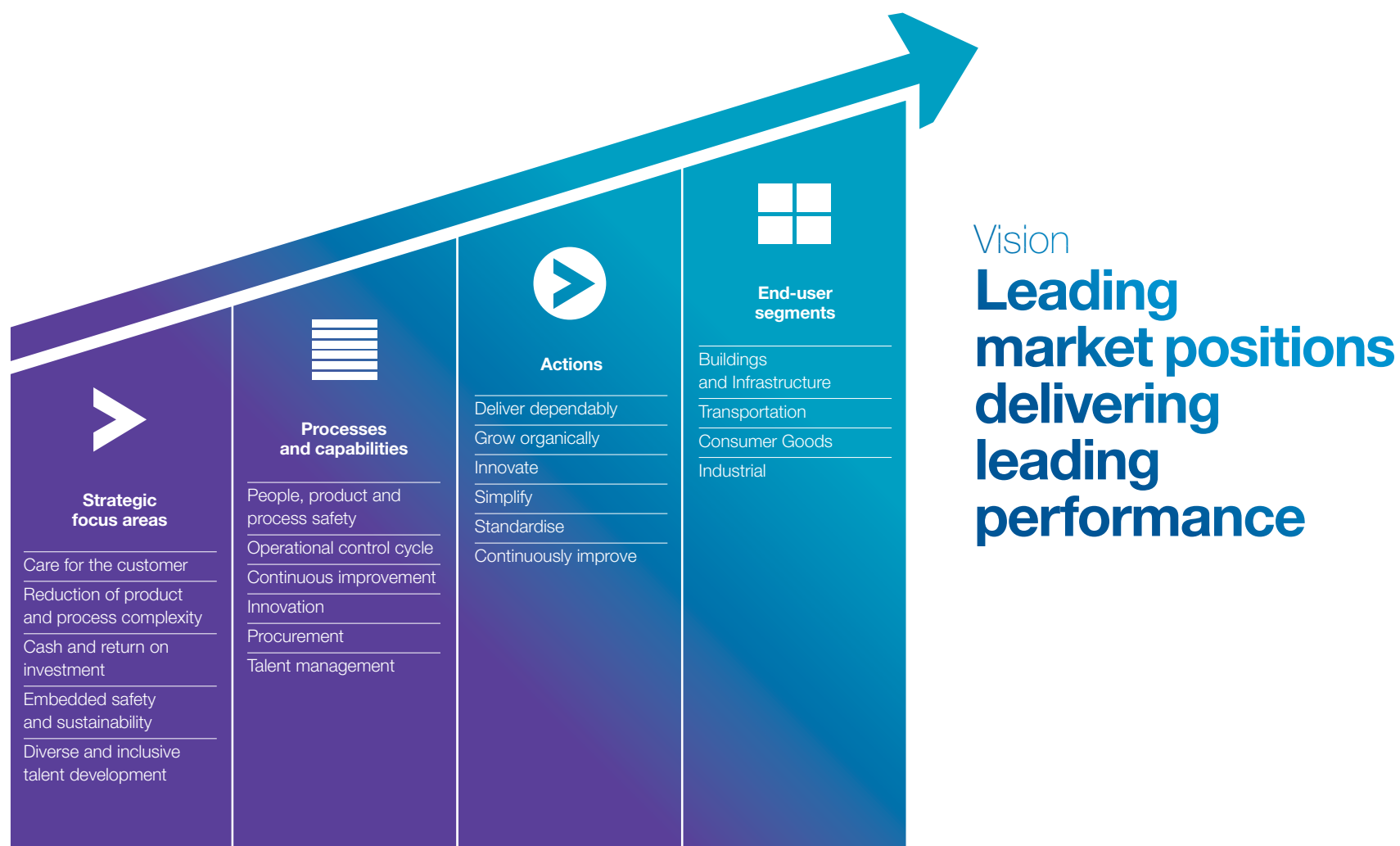
Elevating people potential

1,792

Motivated employees

as on 31st March 2015

Our strategy



Our values

Core principles

Safety
Integrity
Sustainability

Customer focused



We build successful partnerships with our customers

Deliver on commitment



We do what we say we will do

Passion for excellence



We strive to do the best in everything we do, everyday

Winning together



We develop, share and use our personal strengths to win as a team

Milestones

1954-63

- Incorporated as Indian Explosives Limited in West Bengal, co-promoted by the Government of India and Imperial Chemical Industries PLC, UK
- Manufactured explosives and accessories, blasting equipment, chemicals, industrial and other preparations (exited in 2003)

1964-74

- Commissioned polyester fibre facility at Thane, Maharashtra (exited in 1993)
- Commissioned paints and rubber chemicals plants at Rishra, West Bengal (exited in 2005)
- Commissioned urea manufacturing facility at Kanpur, Uttar Pradesh (exited in 1993)
- Commissioned paints plant at Hyderabad, Telangana

1975-79

- Established Research & Technology Centre at Thane, Maharashtra
- Established Agrochemicals (exited in 1995) and Pharmaceuticals (exited in 2002) manufacturing units at Chennai, Tamil Nadu
- Expanded capacity for urea manufacturing facility at Kanpur, Uttar Pradesh (exited in 1993)

1980-86

- Commissioned catalyst manufacturing facility at Kanpur, Uttar Pradesh (exited in 2002)
- Amalgamated three other ICI group companies with the Company
- Expansion of paint manufacturing at Rishra, West Bengal (exited in 2001)