

16th March 2026

Department of Corporate Services
BSE Limited
1st floor, New Trading Ring
Rotunda Building, P J Towers
Dalal Street, Fort
Mumbai - 400 001
Scrip Code: 500710

The Listing Department
National Stock Exchange of India Ltd.
Exchange Plaza, 5th floor,
Bandra-Kurla Complex
Bandra (E)
Mumbai – 400051
Symbol: AKZOINDIA

Dear Sir/Madam,

Sub: Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed an investor presentation for the investor call scheduled on 16th March 2026.

This presentation has been uploaded on the website of the Company and can be accessed from <https://akzonobel.co.in/investors.php#im>

Kindly take this on record.

Thanking you.

Yours truly,
For JSW Dulux Limited
(formerly Akzo Nobel India Limited)

Rajiv L Jha
General Counsel, Company Secretary &
Compliance Officer

Encl: as above.



JSW Dulux Investor Meet

16th Mar 2026



JSW Dulux at a glance

Positioning

#4 Player in India Paints market

5% Deco Paints market share

7% Industrial Paints market share
(excluding Powder Coatings)

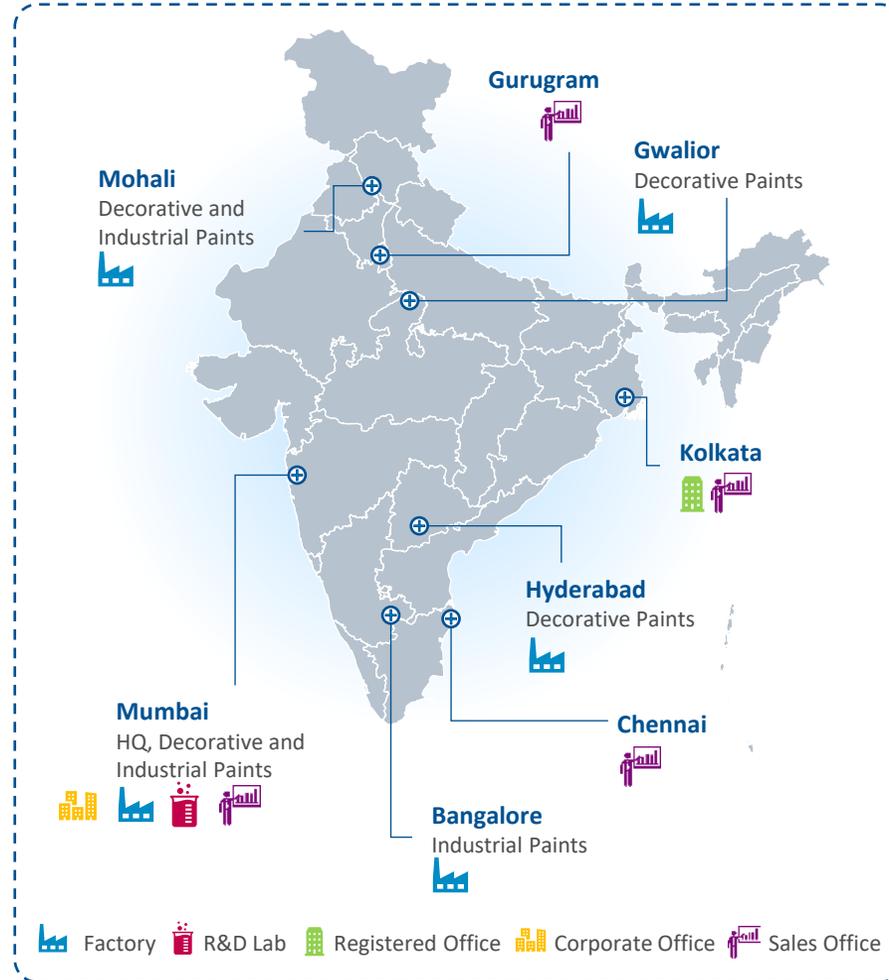
Headquartered in Mumbai, Pan-India presence



Strong governance

Best in class brands

Geographic Footprint



Operational Highlights

~1,300 FTEs

285m litres p.a.

Capacity FY2025
(excluding Powder Coatings)

5 Factories

1 R&D Lab

1 Technical Development Centre

4 Office locations

c.22,000
Deco Paints Retailers

>5,000 towns
covered across India

✓ **Premium portfolio**

✓ **Unparalleled market penetration**
with a historically-established customer base

JSW Dulux Ambition

Be the preferred brand of choice for consumers, customers & employees driven by Innovation, Superior quality and customer service while gaining market share and growing EBITDA



Geographic expansion (6,000 towns by next year)



**Product range expansion.
Innovative offerings fit-for-market**



Reinvesting royalty savings towards increased painter engagement and brand initiatives



Unlock synergies/ scale of operations and Value Engineering

Decorative Paints

Vision: Leading performer preferred by Consumers & Customers, known for Best-in-Class Quality & Continuous Innovation



1. Strengthen Dulux Brand Equity

Build distinctive brand salience, reinforce premium positioning, and fully leverage Dulux's equity



2. Drive Innovation in Premium & Adjacent Play

Drive differentiated innovation in adjacent segments to unlock new growth pools



3. Execute Meaningful Distribution Expansion

Expand distribution with strategic intent



4. Stronger Play in Projects

Strengthen capabilities and partnerships to win in large-format projects, institutional sales, and specification-driven businesses



5. Build Organizational Capability & Performance Culture

Invest in talent, leadership, and execution excellence to enable competitive advantage.

Industrial Paints

Vision: Preferred brand, with Best-in-class Quality

 ASC: Be Top 2 player	 MPC : Leadership	 ICO:Build back JSW retained business
<ol style="list-style-type: none">1. Build on existing strengths in VR Premium with Akzo brands2. Consolidate VR mid market for wider participation3. Foray into new mobility segments – Increase width of play	<ol style="list-style-type: none">1. Strengthen Existing play with Akzo brand2. Build New avenues of growth with entry into mid market and enhanced value propositions	<ol style="list-style-type: none">1. Grow Premium Extrusion business2. Leverage JSW Group for building Coil along with Mid market play3. Rebuild packaging business via new propositions & partnerships

Invest & Build strong R&D capability & Service support

Driving product innovation **for entry into new segments**

Best in class technical Service Support

Corporate Updates

Completion of acquisition and Promoter change:

JSW Paints currently holds 61.2% of the paid-up equity share capital of the Company.

Change in Directors:

- Mr. Parth Sajjan Jindal onboarded as a Non-Executive Director (Non-independent) and Chairman of the Company
- Mr. Shantanu Maharaj Khosla appointed as an Independent Director
- Mr. Rajiv Rajgopal re-designated as “Joint Managing Director and Chief Executive Officer” of the Company

Change of Company name:

- Akzo Nobel India Limited is now **JSW Dulux Limited**
- Approval received from the Board, Shareholders and the Ministry of Corporate Affairs



Concluding Remarks

What changes

- A new identity
- Sharper focus and aggressive growth for market share gains

What remains the same

- Best in class brands – Dulux, International, Sikkens
- Innovation and product quality
- Commitment to shareholder value creation
- Highest standards of integrity and governance





Thank you

