



ICI – Adhesives and Electronic Materials

National Starch

Headquarter Employees CEO	Bridgewater, New Jersey, USA 8,900 John D G McAdam	Imperial Chemical Industries		
		ICI Paints	National Starch	Regional & Industrial
			Adhesives	
			Electronic Materials	
			Specialty Polymers	
		Specialty Starch		

Adhesives

Market	industrial bonding for industries such as <ul style="list-style-type: none"> • footwear • engineered wood • non wovens • packaging
Products	<ul style="list-style-type: none"> • adhesives (90% of the total) • emulsions • coatings • lubricants
Employees	4,000 worldwide
Executive Vice President	Alan Bate
Sales in 2006	£1,052m (~ €1,546m)
EBIT	£83m (~ €122m)
EBIT margin	8%
ROCE	13%

% of ICI in 2006

22% of sales 16% of profit

% of National Starch in 2006

52% of sales 34% of profit

Sales by regions

Region	Percentage
North America	32%
Japan, Australia and New Zealand	10%
other Asia	12%
China	10%
Latin America	7%
Eastern Europe, Middle East and Africa	7%
Western Europe	22%

Electronic Materials

Market	semiconductor and electronic component assembly
Products	<ul style="list-style-type: none"> • adhesives • encapsulants • coatings
Employees	1,300 worldwide
Group Vice President	Alan Syzdek
Sales in 2006	£203m (~ €298m)
EBIT	£51m (~ €75m)
EBIT margin	25%
ROCE	31%

% of ICI in 2006

4% of sales 9% of profit

% of National Starch in 2006

10% of sales 21% of profit

Sales by regions

Region	Percentage
Asia	69%
North America	16%
Europe	15%