

STAKEHOLDER ENGAGEMENT

We believe that building strong, collaborative relationships with stakeholders across the value chain is key to informed and effective decision-making. Through continuous engagement and a clear focus on their priorities, we create a dynamic environment that drives growth, innovation and transformative progress.



PURPOSE OF STAKEHOLDER ENGAGEMENT

Stakeholder engagement helps us anticipate change, co-create solutions, and build lasting trust. By listening closely to the needs of our dealers, customers, employees, investors, and communities, we are able to shape strategies that are relevant, inclusive, and future-ready. It ensures that our growth remains sustainable and deeply rooted in shared value.



Read more about our materiality assessment process to understand the role of stakeholders in identifying the material topics.

GRI 2-29 Approach to Stakeholder engagement

PROCESS OF STAKEHOLDER ENGAGEMENT

Planning

We define clear objectives and parameters for stakeholder engagement, leveraging our experience and insights from past interactions to guide the process effectively.

Identifying

We actively collect and analyze feedback to recognise the key concerns and expectations of our stakeholder.

Engaging

We collaborate closely with stakeholders to deeply understand their needs, align on priorities and build mutual trust.

Reviewing and improving

We emphasise transparency and inclusivity, continuously refining our engagement approach based on stakeholder input and evolving expectations.



CUSTOMERS

Through consistent engagement, we aim to drive customer satisfaction and gather insights for innovation, thereby building brand loyalty and reputation. We help our customers transform their homes into spaces of joy.

In FY 2024-25, we expanded our product offerings through luxury finishes, performance improvements, advanced technologies, sustainable solutions and increased physical touchpoints across India with Beautiful Home Stores. We sharpened our focus on personalisation and ease, launching innovative solutions across paints, waterproofing, and home décor. From intuitive digital consultations to immersive colour visualisers and end-to-end services, we enabled homeowners to create spaces that reflect their style, while reinforcing trust and loyalty at every step of their journey.

Engagement approach

- Partnering in their journey from products to services
- Digital channels such as mobile applications, TV commercials, Company website, social media platforms, etc.
- One-on-one interactions
- Customer satisfaction surveys
- Customer service helpline
- Feedback surveys and calls post-redressal of complaints
- Dealer/contractor meets

Key imperative

- Product safety and value for money
- Anticipating requirements
- Innovative products
- Creating value
- Convenience
- Solution and not just products
- Better services
- Sustainable products and services
- Delightful experience through the décor journey

70

Net Promoter Score

Frequency of engagement: Ongoing





EMPLOYEES

At Asian Paints, we are building a workplace where ambition meets care. We continue to advance our people agenda with stronger diversity, holistic wellness programmes and future-ready learning. From shopfloors to studios, we empower our people to grow, lead and thrive - with purpose and pride.

In FY 2024-25, we strengthened employee health and safety, and ensured their physical and mental well-being with many new initiatives. We strengthened our commitment to diversity and inclusion by updating our Charter to reflect these core values.

Engagement approach

- Programmes to ensure employee well-being and safety
- Employee engagement surveys
- Digital engagement
- One-on-one engagement, Townhall meetings
- Personalised learning and development programmes
- Regular performance review and feedback
- Intranet portal
- Engaging with potential campus hires in leading campuses
- Exit interviews

Key imperative

- Employee well-being
- Learning, development and growth opportunities
- Occupational health and safety
- Equity and diversity
- Robust rewards and recognition programmes
- Fair wages

1.00
Total Recordable Frequency Rate (TRFR)

7.4
Psychological Safety Score (out of 10)

Frequency of engagement: Ongoing



VENDORS

Our vendor ecosystem is central to delivering quality at scale. We build stronger supplier relationships by using technology, working together on new ideas, and focusing on sustainability. We see our vendors not just as suppliers, but as important partners in our growth.

We continue to foster strong partnerships with vendors, and the supplier ecosystem through collaborative partnerships that emphasise quality, innovation and sustainability. We believe in building strong, long-term relationships with our suppliers, rooted in transparency, trust and mutual growth.

Engagement approach

- Supplier meets
- One-on-one interactions
- Digital channels such as supplier portal
- Forums and seminars
- Collaboration with vendors
- Onboarding and ESG assessment

Key imperative

- Value creation
- Fairness in business dealings
- Timely payment and recurring orders
- Necessary knowledge and infrastructure support

100%
New vendors assessed on environmental and social criteria

Frequency of engagement: Ongoing



INVESTORS

With consistent value creation, we have earned the trust of our long-term investors. Our financial resilience is backed by disciplined growth, strong cash flows and a steady dividend track record - all delivered with clarity, consistency, and confidence.

In FY 2024-25, through regular communication via annual general meetings, investor presentations, and timely disclosures, we foster transparency and trust. This engagement ensures that investors are well-informed about our financial performance, strategic initiatives, and future outlook, enabling them to make informed decisions and remain committed to our Company's journey of value creation. Their feedback and expectations also provide valuable insights that contribute to our strategic direction and sustainable growth.

Engagement approach

- Annual general meeting
- Quarterly earning conference calls and analyst meets
- Integrated Annual Reports and Sustainability Reports
- One-on-one engagement/meeting
- Media updates – communicate business and financial performance and progress on priorities
- Filings with regulatory bodies
- Investor support and communication

Key imperative

- Consistent return on investments
- Long-term viability and sustainable growth
- Timely disclosures and compliance
- Sound corporate governance mechanism

₹ 3,106.8 Crores
Free cash flow in FY 2024-25

60%*
Dividend payout ratio in FY 2024-25

*Excluding exceptional items

Frequency of engagement: Periodic



COMMUNITIES

We take a focused, impact-first approach to community development, driving progress in water conservation, healthcare access and vocational skilling. We continue to strengthen partnerships on the ground, prioritise measurable outcomes and expand reach to uplift lives where it matters most.

For FY 2024-25, we strategically realigned our CSR efforts, prioritising water as per the community's need thrust area based on the CSR committee's guidance. We saw a rise in employee volunteer engagement.

Engagement approach

- CSR and sustainability initiatives
- Collaboration with non-government organisations
- Field visits
- Skill development
- One-on-one interactions
- Employee volunteering activities

Key imperative

- Social concerns such as health and hygiene, skilling and water management
- Sustainable way of carrying on the business
- Empower underprivileged sections of society/ vulnerable and marginalised groups through CSR activities

280,000+
Beneficiaries impacted through healthcare initiatives

Frequency of engagement: Ongoing



GOVERNMENT AND REGULATORY BODIES

We engage constructively with policymakers and regulators to stay ahead of evolving norms and shape industry dialogue.

We ensure full compliance with laws and maintain transparency and accountability. Timely tax payments demonstrate our responsibility towards public services and national development. Our business drives economic growth by creating jobs and supporting communities. We collaborate with the government on policies that promote innovation and societal progress, strengthening our shared goals.

Engagement approach

- E-mails and letters
- Conferences
- Industry forums
- Regulatory filings
- Meetings with officials
- Representations

Key imperative

- Compliance with all applicable statutes
- Collaboration on national agendas
- Inputs for ease of doing business and regulatory reform
- Support the 'Make in India' movement
- Adopting and following sustainable business practices

₹ 4,931.0 Crores
Taxes paid

Frequency of engagement: Periodic



INFLUENCERS

We collaborate with cultural tastemakers and design voices who shape how India imagines its living spaces.

In FY 2024-25, we leveraged social media by partnering with influencers for 'DIY' videos, driving significant engagement growth across all platforms. Regional YouTube influencers helped us highlight our work empowering young sports talent, farmers, and transport workers via vibrant murals and practical contributions, showcasing a changing India.

How we engage with them

- Meetings
- Conferences
- Digital platforms

Key imperative

- Business collaboration
- Value addition
- Upgradation of products and offerings

184,500+
Business influencers

Frequency of engagement: Ongoing