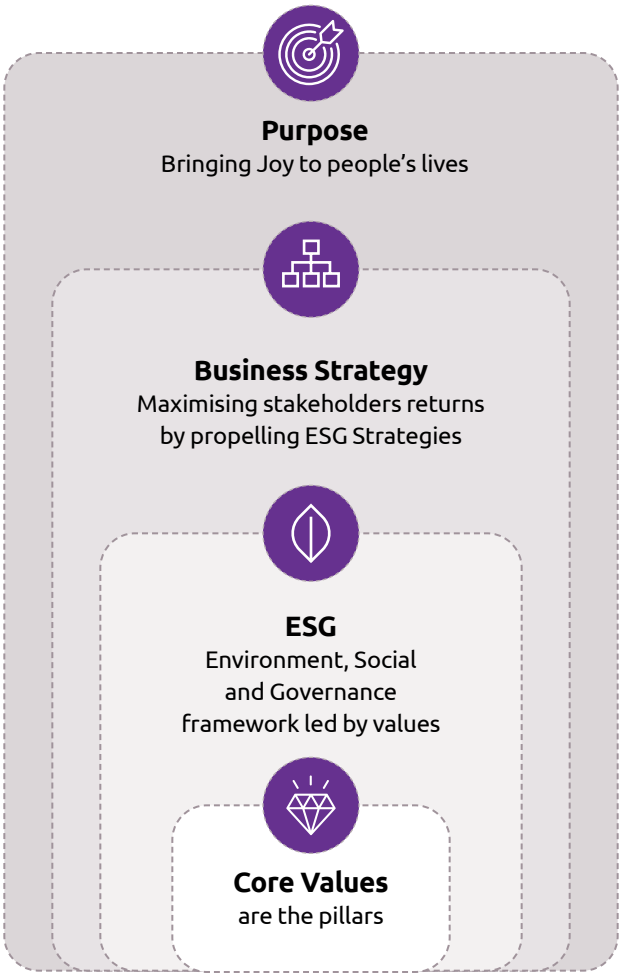
ESG PERFORMANCE REVIEW



Five elements of value creation through ESG

Focus on growth

Attract B2B and B2C customers with more sustainable products and improved access to resources

Resource optimisation

Lower energy consumption, improve material efficiency and water consumption intensity

Responsible corporate citizen

Setting standards for governance through self-regulation

Inspire employees

Values-led employees, best employee experience creating ambassadors for Asian Paints

Sustainable investments

Allocation of capital that enhances returns and also ensure long-term sustainability

Progress that lasts is built with intention. We are embedding environmental responsibility, social impact and governance rigour into the way we operate, keeping us future-ready, accountable and in sync with a world that expects more.

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SUSTAINABLE OPERATIONS

At Asian Paints, sustainable operations are a key pillar of our ESG strategy, guiding our efforts to reimagine processes with a strong focus on environmental responsibility. We are dedicated to optimising resource consumption, improving energy and water efficiency, minimising waste, and embracing circularity across our manufacturing processes. Continuous innovation and a deep-rooted culture of environmental stewardship enable us to build operations that are both resilient and future-ready.

FY 2024- 25 HIGHLIGHTS

57.6%
Electricity comes from renewable sources at decorative paint manufacturing plants

478%
Water replenished equivalent to annual freshwater consumption at our paint manufacturing plants

20,150 tonnes
Recycled plastic used in packaging

KEY MATERIAL TOPICS

- Climate Change
- Toxic Emissions, Waste, and Effluents
- Water Management
- End-of-Life Management of Product and Packaging
- Product Stewardship
- Biodiversity
- Supplier Sustainability
- Technology, Innovation and Digitisation

ESG STRATEGY

88 Energy conservation

94 Product stewardship

97 Water neutrality

100 Nature positive

STAKEHOLDERS IMPACTED

- Customers
- Communities
- Employees
- Investor
- Government and regulatory bodies
- Vendors

UN SDGs IMPACTED

2025 REFLECTIONS: PROGRESS, CHALLENGES AND THE WAY FORWARD

Since establishing our environmental baseline in FY 2013-14, we have made steady progress in embedding sustainability across our operations and strategy. This foundation gave us the confidence to set bold environmental goals for 2025.

While we have achieved meaningful outcomes in several areas, we acknowledge that not all our 2025 environmental targets have been met. Lower-than-expected production volumes impacted intensity-based metrics, and capacity expansion and backward integration projects led to short-term trade-offs. Evolving regulations also shifted the assumptions under which some targets were set.

Like last year, we have continued to make meaningful progress in several critical areas of sustainable operations. In water stewardship, we have enhanced efficiency, increased recycling rates, and implemented community-focused water conservation projects. Our supply chain has taken significant strides towards increased level of sustainable practises and outcomes in the overall value chain through our engagement with our partners under Samaveta. Our commitment to circularity has advanced through increased material recovery, waste reduction, and by embedding life cycle approach into product development and operational practices.

As we now look to our 2030 goals, our focus remains clear: to scale what works, course-correct where needed, and continue to build environmental responsibility into every part of our value chain.

CLIMATE CHANGE

Climate change mitigation | **Climate change adaptation**

Management approach

We recognise climate change as a critical challenge with far-reaching implications for our operations, supply chain, and stakeholders. Our approach is anchored in proactive mitigation and adaptation strategies that aim to reduce our environmental footprint and enhance long-term business resilience. We have adopted a structured decarbonisation pathway, focused on reducing Scope 1 and Scope 2 greenhouse gas emissions.

In line with our ESG roadmap, we have set ambitious emission reduction targets. While the journey has involved challenges, it has also catalysed internal capabilities and long-term planning mechanisms. To address broader climate risks, we have undertaken a comprehensive Scope 3 emissions inventory and continue to implement our Sustainable Supply Chain Programme to mitigate value-chain impacts.

We also apply climate scenario analysis and risk assessments, in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). These measures enable us to identify vulnerabilities, enhance our adaptability to evolving climate realities.

	Target 2025	Performance 2024-25	Status
Emission reduction Reduction in specific (Scope 1 & 2) emission per KL of finished product from baseline ($kgCO_2e/KL$)	32.8 ↓ 75%	40.9 ↓ 69%	

We are continuously working towards reducing our emission intensity which has declined by 69% from baseline year.

	Target 2025	Performance 2024-25	Status
Energy conservation Reduction in specific electricity consumption (KWh/KL) from baseline	60.5 ↓ 48%	83.1 ↓ 28%	

	Target 2025	Performance 2024-25	Status
Renewable electricity in total electricity consumed across factories (%)	75	57.6	

We are focused on increasing use of renewable energy and resorting to energy efficient ways in our operations thereby reducing our specific electricity consumption and enhanced focus on renewable electricity.

Note: Above snapshot is for decorative paint manufacturing units

Achieved Unfulfilled

CLIMATE CHANGE MITIGATION

We remain committed to addressing climate change through a holistic assessment of emissions across our operations and value chain. Operational emissions primarily result from fuel and electricity consumption, while value chain emissions are linked to transport and upstream supplier activities.

Recognising energy and resource use as major contributors, we are actively advancing a decarbonisation strategy focused on enablers that addresses both direct and indirect emissions. While certain targets remain a work-in-progress, our approach continues to evolve with a focus on scaling solutions, embracing innovation, and maintaining momentum toward our long-term goals.

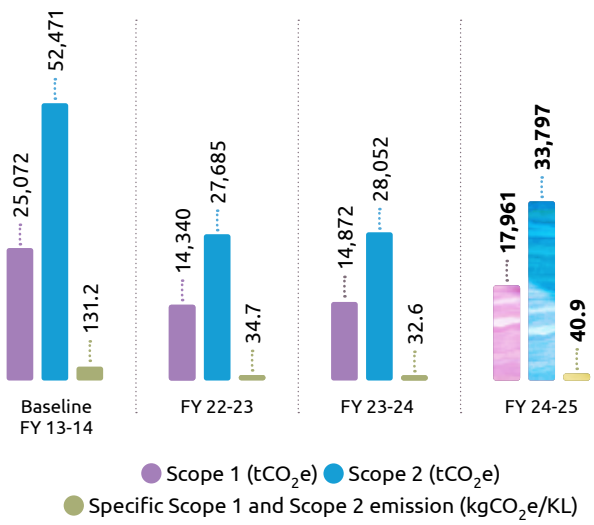
Note: Expansion related impact in new Ankleshwar premises before production commencement has been excluded for the management criteria namely, specific non-process water, specific hazardous & non-hazardous waste and specific electricity consumption.

Key enablers to address emissions across our operations

OWN OPERATIONS			VALUE CHAIN		
E1	E2	E3	E4	E5	E6
ENABLER 1	**ENABLER 2**	**ENABLER 3**	**ENABLER 4**	**ENABLER 5**	**ENABLER 6**
Energy efficiency	Renewable Energy	Sustainable optimisation of products and services	Lesser carbon intensive raw material alternatives	Engagement with suppliers to reduce emissions	Optimising transportation and distribution

Over the past decade, we have made notable progress in reducing our absolute Scope 1 and Scope 2 emissions within the decorative paints business. Since FY 2013–14, Scope 1 emissions have been reduced by 28%, while Scope 2 emissions have declined by 36% at decorative paint manufacturing units. Additionally, emission intensity has dropped by 69% from the baseline year.

Scope 1 & Scope 2 GHG emissions at decorative paint manufacturing units

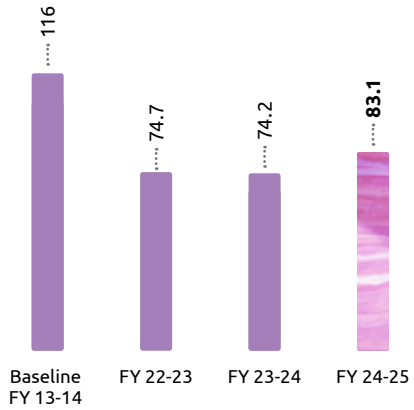


The Scope 1 and Scope 2 emissions on a standalone basis during the year were 87,435 tCO_2e & 52,727 tCO_2e respectively. The emission intensity was 107.6 $KgCO_2e/KL$. Biogenic emission due to the combustion of biofuels was 59 tCO_2e.^

E1: Energy efficiency

Efficient energy use continues to be a key enabler in reducing our Scope 1 and Scope 2 emissions. Our strategy focuses on process optimisation, adoption of advanced technologies, and upgrading legacy infrastructure with energy-efficient systems. These measures are further supported by regular training sessions and awareness initiatives focused on energy conservation.

Specific electricity consumption at decorative paint manufacturing units (KWh/KL)



Our specific electricity consumption at the decorative paints plants has seen an increase during the year due to capacity expansion and backward integration projects. However, over the baseline year it has reduced by 28%. This translates to 40,200 GJ of excess electricity consumption from last year and 149,803 GJ reduced electricity consumption from baseline year FY 2013-14.*

^GRI 305-1: Direct (Scope 1) GHG emissions | ^GRI 305-2: Energy indirect (Scope 2) GHG emissions | ^GRI 305-4: GHG emissions intensity
*GRI 302-4: Reduction of energy consumption

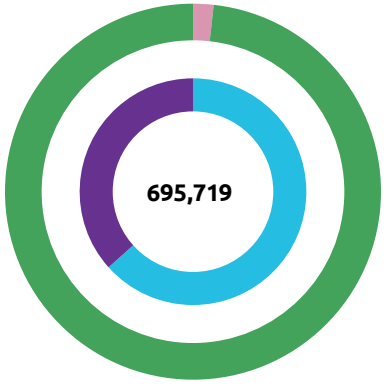
SUSTAINABLE OPERATIONS

During the year, energy consumption at our decorative paint manufacturing units stood at 695,719 GJ, with renewable energy accounting for 223,793 GJ. We continued to prioritise reduction in Specific Electricity Consumption across these units.

On a standalone basis, total energy consumption for the year was 1,525,716 GJ, comprising 1,033,343 GJ of direct energy and 492,373 GJ of indirect energy, including 12,251 GJ of procured steam. Energy intensity was recorded at 1.18 GJ/KL.^

We continue to track operational data across all sites to identify opportunities for improvement and to optimise energy performance. A structured energy audit framework has been institutionalised to support these efforts, enabling continuous enhancement and ensuring that we stay on course towards long-term energy efficiency goals.

Energy consumption by source at decorative paint manufacturing units (GJ)



Non-Renewable Energy

- Fuel: 299,489
- Electricity & Steam: 172,437

Total: 471,926

Renewable Energy

- Bio-Fuel: 475
- Electricity & Steam: 223,318

Total: 223,793

Initiatives undertaken across various plants towards optimising energy consumption

Energy optimisation at Kasna

At Kasna, we have reduced power intensity through targeted automation, temperature driven actuator valves, timed ventilation, VFD-controlled chillers, motion sensor lighting and synchronised cooling towers. Mixer runtimes were trimmed, saving a total of 311,011 kWh. These data-driven measures lower costs, cut carbon emissions, and uphold our ISO 50001 energy management standards.

Solar drying system at Rohtak

At Rohtak, we introduced a 400 sq mt solar drying system to replace fossil fuel processes, reduce waste and cut emissions. Harnessing clean solar energy, it achieves up to a 5% reduction in residue, lowers operational costs and carbon output. This zero emission solution not only advances environmental objectives but also provides an exemplary model for sustainable industrial practice.

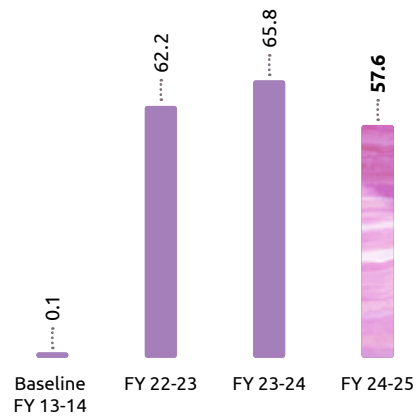
Optimising air systems at Khandala

The Sigma Air Manager (SAM) optimises compressed air systems, addressing key issues like inconsistent air supply, high energy consumption and unnecessary compressor runtime. SAM ensures demand-based control, reduces power usage and improves compressor efficiency, cutting costs and maintenance. Key benefits include a 4-5% reduction in energy consumption, lower maintenance costs, improved equipment lifespan and reduced downtime.

E2: Renewable energy

Our decorative paint manufacturing facilities have a total installed renewable energy capacity of 48.9 MW, comprising 24.6 MW of solar and 24.3 MW of wind power. During the current year, Renewable energy has met 57.6% of our electricity requirements, helping us avoid approximately 45,067 tCO_2e emissions as compared to base line year.*

Renewable electricity consumed across decorative paint manufacturing units (%)



^GRI 302-1 Energy consumption within the organisation | ^GRI 302-3 Energy intensity | *GRI 305-5 Reduction of GHG emissions

Decarbonising steam generation at Mysuru

At our Mysuru plant, we have replaced natural gas-fired boilers with electrically driven heat pumps powered entirely by on-site renewable energy. Previously, steam generation relied on natural gas, driving significant Scope 1 emissions. By harnessing surplus solar electricity, the new high-capacity heat pump system eradicates fossil fuel use without increasing Scope 2 emissions, fully aligning with our renewable energy commitments and long-term decarbonisation targets.

The heat pumps deliver stable, efficient performance with reduced maintenance compared to combustion boilers, bolstering operational resilience during energy intensive processes. Integrating solar energy into core thermal applications strengthens our clean energy mix and underlines a scalable decarbonisation pathway, enhancing our ESG profile. Economically, the initiative avoids natural gas procurement exemplifying the synergy between cost effectiveness and environmental stewardship.

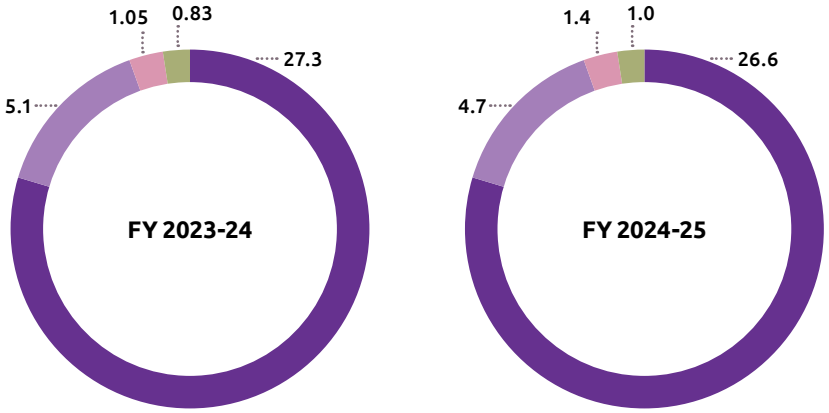
550 Kw
Capacity heat pump system commissioned to meet plant steam demand

Value chain – Scope 3 emissions

In our journey towards a low-carbon future, we are steadily expanding our efforts to address Scope 3 emissions. These largely originate from supplier operations and transportation, together accounting for approximately 93% of our total emissions.

By focusing on formulation optimisation, adopting low carbon alternatives, promoting low-emission transport and integrating sustainability into value chain, we are driving decarbonisation beyond our operations and embedding climate action across our supply chain.

Category-wise emissions (Lakhs tCO_2e)#



Scope 3 emissions

- Category 1 – Suppliers (Purchased Goods & Services)
- Category 4 – Transportation (Inbound & Outbound)
- Scope 1 & 2 (own emissions) Standalone
- Other Scope 3 categories

E3 - Sustainable optimisation of products and services

We focus on formulation optimisation and efficiency to reduce the overall carbon footprint of the products. This involves reducing high emission contributing raw materials through multiple formulations and process innovations such as improving the scattering efficiency of rutile and other raw materials.

39,085 tCO_2e
avoided in FY 2024-25

#GRI 305-3 Other indirect (Scope 3) GHG emissions

E4 - Lesser-carbon-intensive raw material alternatives

We are committed to reducing our environmental impact by evaluating and adopting raw material alternatives with lower embedded carbon. This includes exploring alternate grades and chemistries and increasing the use of renewable or bio-based content. A key initiative in this direction is our ongoing investment in establishing production facilities for low-carbon-intensive Vinyl Acetate Monomer (VAM) and Vinyl Acetate Ethylene emulsions (VAE).

6.8%
of renewable/bio-based raw materials

29.9%
of recycled content in plastic packaging

Plastic recycled content resulted in the avoidance of ~20,700 tCO_2e

E5 - Engagement with suppliers to reduce emissions

Procurement activities account for nearly 80% of our total greenhouse gas (GHG) emissions, making supplier engagement a key pillar of our decarbonisation strategy. Through our Samaveta programme, we engage suppliers on critical ESG topics, including climate change, by raising awareness, assessing performance, and promoting continuous improvement. For a comprehensive overview of our sustainable supply chain management.

→Pg- 171

15%
of our total Scope 3 GHG emissions were calculated using supplier-specific data. This is 21% of our upstream supplier-linked emissions.

'Samaveta' supplier engagement programme^

Guided by our Code of Conduct for Business Partners (Code), the Sustainable Supply Chain framework defines our approach and expectations towards embedding sustainability and resiliency across our value chain. Under the framework, we have institutionalised our supplier engagement programme – Samaveta.

As part of the Samaveta programme, we have implemented interventions based on maturity of our supply chain partners, to foster joint sustainability efforts.

1. Maturity and Impact assessment: We seek ESG related information from suppliers through self-declaration forms (SDFs) and also assess publicly disclosed information. This exercise helps us in categorising and curating the programme basis their maturity and impact.

2. Capacity Building: We offer a structured capacity-building platform in the form of webinars under Samaveta Academy. The topics covered were Basics of ESG, Environment footprint measurement and improvement, safety basics and Behaviour Based Safety (BBS).

3. Comprehensive site assessment: Suppliers are selected for site or virtual assessment based on factors such as business impact, supply chain risk, raw material or category-specific risks and ESG footprint assessed through SDFs.

Samaveta has been instrumental in identifying ESG hotspots, understanding intervention priorities, and fostering collaboration across the value chain. We continue to refine and expand the programme to drive meaningful impact and align with our long-term sustainability goals.

81%
Suppliers assessed on ESG criteria

17
Site-assessments covering 20% suppliers

12%
Suppliers part of Samaveta Academy launch

75%
Suppliers assessed under Samaveta focused on their environment footprint

Note: Supplier coverage mentioned above are by spend-value.

^GRI 2-6 Activities, value chain and other business relationships | ^GRI 308-2 Negative environmental impacts in the supply chain and actions taken

E6 - Transportation and distribution

We are consistently advancing our efforts to minimise the environmental impact of logistics by adopting greener modes of transportation and enhancing fleet efficiency. Our strategic transition towards rail and sea transport for long-haul movement, along with the adoption of low-emission vehicles, has resulted in a marked reduction in fuel usage and associated emissions.

Moreover, our collaborative initiatives with FMCG/FMCD partners to enable load pooling and reverse logistics have further strengthened distribution efficiency. We also actively explore opportunities presented by the National Logistics Policy to strengthen our green logistics framework and foster innovation in sustainable supply chain practices.

5,500+
tonnes of raw material and finished goods were dispatched using sea instead of road dispatch

55,000+
tonnes of raw material and finished goods were dispatched using multimodal, including rail

5,200+ tCO_2e
of GHG emissions avoided

CLIMATE CHANGE ADAPTATION

In FY 2022–23, we undertook a detailed climate risk assessment aligned with TCFD recommendations, focusing on both physical and transition risks. This involved engaging internal stakeholders, identifying key vulnerabilities, and assessing the potential business impact.

Physical risk assessment

We evaluated short-term (2030) and long-term (2050) risks across our eight decorative paint manufacturing sites using IPCC scenarios (RCP 4.5 and RCP 8.5). Key climate hazards identified included heatwave, drought, cyclone and flood. While the overall risk was assessed as low, we continued to implement resilience measures such as rainwater harvesting, improved ventilation, and water conservation systems.

Transition risk assessment

We also assessed policy, legal, technological, and market risks associated with transitioning to a low-carbon economy. This evaluation was based on IEA SDS scenarios and India's Net Zero commitments. Risks included market fluctuations and regulatory changes, while opportunities were identified in energy source, product innovation and resource optimisation. Our ESG strategy enables us to proactively manage these risks and leverage emerging sustainability opportunities.

These assessments are now integrated into our Risk Management Framework, reinforcing our long-term climate resilience. Read more about our approach to risk management in our TCFD Index.

PRODUCT STEWARDSHIP

Certified sustainable products and service offerings | **Sustainable optimisation of products and services**

Elimination of harmful ingredients | **Renewable content in product offerings** | **Durability: Enhancing product life**

Management approach

At Asian Paints, we are committed to minimising the environmental impact of our products while creating lasting value for our stakeholders, including customers, employees, suppliers, and communities. Our approach integrates sustainability and safety considerations throughout the product life cycle, from raw material sourcing to end-of-life disposal.

By adopting a Life Cycle thinking approach, we ensure that product stewardship is embedded in our innovation process. This has led to the development of our 'Sustainably Advantaged Products' which are designed to meet well defined sustainability benchmarks.

Driven by our Research & Technology team, we continuously evaluate and enhance our stewardship practices. We collaborate with stakeholders to address evolving environmental challenges and market expectations. Our focus remains on delivering high-performance products that align with global sustainability standards, reduce toxicity and environmental footprint, and offer greater value and durability to consumers.

	Target 2025	Performance 2024-25	Status
GHGs footprint reduction through formulation optimisation (tCO_2e)	Cumulative reduction of **70,000** from FY 2022-23	Cumulative reduction of **89,888** from FY 2022-23	Achieved
	Target 2025	**Performance 2024-25**	**Status**
Renewable/bio-based raw materials in product offerings (%)	**20%** (increase in renewable content)	**6.8%** ↑ 5%	Unfulfilled
	Target 2025	**Performance 2024-25**	**Status**
Lead and heavy metals-free paint	**100%**[$] Architectural coatings to be lead and heavy metals-free	**100%** Architectural paint products are free of lead and heavy metals	Achieved
	Target 2025	**Performance 2024-25**	**Status**
Minimising/eliminating the use of CMR raw materials	**15%**	**23.8 kg/kL** (with Styrene) ↑ 24% **3.8 kg/kL** (without Styrene) ↓ 6%	Unfulfilled

We are focused on developing a diverse portfolio of sustainably advantaged product. These products are backed by resource efficient manufacturing processes, enhanced rise of recycled content on packaging, eliminating traces of harmful material thereby creating products that are sustainable.

[$]No heavy metals are added to products as part of our formulation. We intend to measure heavy metals contained in raw materials and eliminate these and make our products free from heavy metals.

Achieved Unfulfilled

CASE STUDY

PIONEERING LOW-ENERGY POWDER COATING

The powder coatings industry in India consumes approximately 120,000 tonnes annually, primarily for automotive, appliance, and industrial applications. While powder coatings offer environmental benefits such as zero VOC emissions, no solvent use, and high material efficiency, conventional processes require baking at 180–200° C, resulting in high energy demand and a significant carbon footprint.

In response, our R&D team developed a novel epoxy-modified polyester powder coating that cures at just 150° C in 10 minutes. This breakthrough marks the first-of-its-kind in India that does not require cold storage and can be stored under ambient conditions, enhancing both sustainability and usability.

SUSTAINABLY ADVANTAGED PRODUCTS

As part of our commitment to product stewardship, we have developed a diverse portfolio of sustainable products across multiple categories. These 'Sustainably Advantaged Products' go beyond industry benchmarks, meeting defined sustainability criteria that reflect their superior environmental performance. They exemplify our ongoing dedication to advancing eco-conscious innovation and contributing to a more sustainable future.

38%
Contribution of Sustainably Advantaged Products to revenue in FY 2024-25

Long-lasting performance

- Creating long-lasting products that protect surfaces, helping consumers save costs, conserve resources and reduce carbon emissions throughout the product's lifespan
- 41 products with a durability of over 5 years

Health and well-being benefits

- Creating products that offer health benefits, such as improving indoor air quality and enhancing surface hygiene
- 4 Green Seal-certified products within our 67 Green Assure range of low-VOC offerings

Reduced energy and emissions

- Designing products that offer resource efficiency benefits in the use phase or products that have been formulated in a manner that brings down emissions
- The SmartCare Damp Proof range of waterproofing products, designed to lower surface temperatures by up to 12° C

Reduce, Reuse and Recycle

- Formulating products that minimise material use, promote waste reuse or recycling, reduce overall waste and incorporate higher levels of bio-based or renewable content, fostering circularity
- Nilaya Naturals– an innovative range made with over 90% materials derived from natural sources

CERTIFIED SUSTAINABLE PRODUCTS AND SERVICE OFFERINGS

To strengthen customer trust in the environmental performance of our products, we pursue rigorous third-party certifications. Our product portfolio includes a wide range of offerings verified under global and national certification standards such as Green Seal, APL's Green Assure, and CII-IGBC's GreenPro.

These certifications follow a stringent evaluation process that covers product and packaging testing, manufacturing practices, supply chain protocols, and detailed VOC assessments.

Among our 67 Green Assure-compliant products, four are certified by US-based Green Seal. In addition, 290 of our products are certified under GreenPro by CII-IGBC. This coverage spans several categories—including distempers, primers, putty, enamels, interior and exterior water-based paints, wood finishes, and waterproofing solutions.

Certification/Standard

Green Seal	Green Assure^
4 31st March, 2025	67^ 31st March, 2025
4 31st March, 2024	47 31st March, 2024

GreenPro	
290 31st March, 2025	258 31st March, 2024

^Green Assure is a stringent internal standard adopted by Asian Paints to evaluate products through a rigorous criteria, including verification.

SUSTAINABLE OPERATIONS

SUSTAINABLE OPTIMISATION OF PRODUCTS AND SERVICES

Our focus on formulation optimisation and efficiency improvement is aimed at reducing the carbon footprint of our products. This approach involves minimising reliance on high-emission raw materials through formulation and process innovations. Specifically, we have concentrated on enhancing the scattering efficiency of the rutile grade of titanium dioxide, as it significantly impacts the cradle-to-gate product carbon footprint. Similar efforts have also been made for other raw materials.

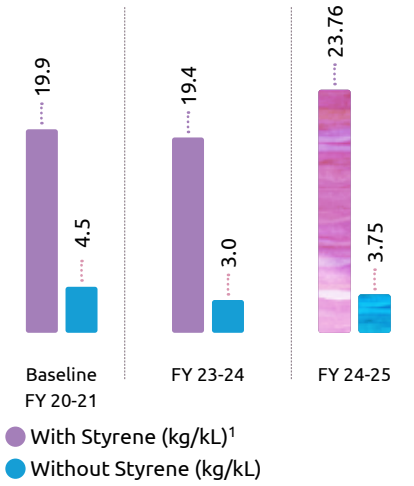
39,085 tCO_2e
GHG reduced through formulation optimisation in FY 2024-25

ELIMINATION OF HARMFUL INGREDIENTS

In our commitment to product safety, we proactively work to remove harmful ingredients from our goods. This is achieved through thorough testing, substitution with safer alternatives, and ensuring adherence to relevant regulations and standards. Our robust stage-gate system, based on an IT platform, incorporates stringent screening protocols for the introduction of raw materials, acting as an effective barrier against the inclusion of hazardous ingredients.

Since 2008, our architectural paints have been meticulously formulated to be devoid of lead and added heavy metals. Beyond mere formulation, we conduct comprehensive assessments of heavy metal content in raw materials and take deliberate actions to eliminate any traces, ensuring that our architectural products are completely free of heavy metals. Furthermore, we are dedicated to minimising or eliminating CMR (carcinogenic, mutagenic or toxic to reproduction) raw materials through the development of viable alternatives. Our ongoing investment in the establishment of manufacturing capabilities for Vinyl Acetate Monomer and Vinyl Acetate Ethylene emulsion signifies a significant step in this direction.

Reduction of CMR substances in our products



[1]We have been tracking and reducing CMR raw materials in our formulations and reducing and eliminating such raw materials over the years. Styrene was classified as CMR in 2020, hence is monitored and reported separately.

RENEWABLE CONTENT IN PRODUCT OFFERINGS

We place a strong emphasis on incorporating renewable materials into our product portfolio, aligning with our broader commitment to sustainability. This is reflected in our efforts to integrate eco-friendly and bio-based raw materials, such as plant-derived resins and biomass-based inputs, into our formulations.

In FY 2024–25, 6.8% of the raw materials used across our product portfolio were sourced from renewable or bio-based origins, excluding water. As part of our commitment to increasing renewable content, we have undertaken comprehensive efforts to identify and evaluate alternative raw materials. While these initiatives have established a strong foundation for future integration, actual adoption remains subject to commercial feasibility assessments.

6.8%
Usage of renewable/bio-based raw materials by volume in product offering (not including water)

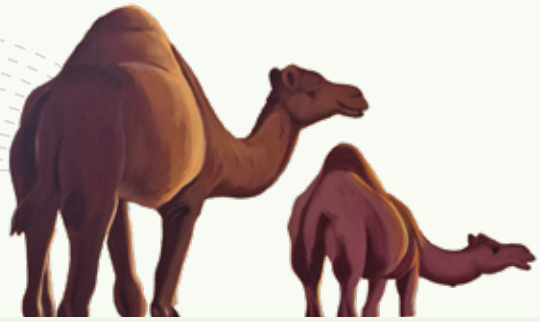
DURABILITY: ENHANCING PRODUCT LIFE

We prioritise the development of paints that deliver stunning aesthetics and withstand the test of time, ensuring long lasting protection for surfaces. High-durability paints offer environmental advantages as they reduce the need for frequent repainting, thereby conserving resources and minimising waste generation. Our scientists consistently explore innovative formulations to enhance the durability of our paint products. Moreover, we focus on extending the in-can shelf life of our products to ensure optimal usability for our customers.

41
Products from our portfolio offer durability of more than 5 years

WATER NEUTRALITY

Optimising water usage at Asian Paints



Management approach^

Water is a vital resource for Asian Paints and forms an essential part of our environmental strategy. As a responsible manufacturer, we recognise the need to use water efficiently, protect its quality, and ensure its long-term availability—both for our operations and the communities around us.

We have adopted an integrated approach to water management that focuses on risk identification, conservation, efficiencyand replenishment. This strategy is applied not only within our facilities but also extends to surrounding regions through community engagement and localised interventions. In addition, we work closely with stakeholders to foster responsible water use and build resilience to water-related risks. As part of our compliance with SEBI's BRSR disclosure requirements, we assess water stress at all Indian manufacturing locations based on the Central Ground Water Board's (CGWB) groundwater block classification. As of 31st March, 2025, the assessment unit where our Patancheru facility is located, has been classified as water-stressed in the CGWB's 2024 assessment. Furthermore, we have undertaken climate risk assessments for all decorative paint plants using RCP 4.5 and RCP 8.5 scenarios to evaluate potential long-term water risks and guide adaptive planning.

	Target 2025	Performance 2024-25	Status
Reduce specific non-process water intensity (KL/KL)	0.27 ↓72%	0.46 ↓52%	

	Target 2025	Performance 2024-25	Status
Water replenishment as a percentage of freshwater consumption (%)#	400	478	

In our endeavour of optimising water usage, replenishing and conserving water, we have consistently prioritised a range of initiatives to drive efficiency, and ensure water availability for community.

Achieved Unfulfilled

#Water neutrality is estimated based on calculations for rainwater harvesting structures constructed by the Company outside the plant through CSR initiatives by relying on the methodologies, assumptions, and tools as used by our NGO partners.

OPTIMISING WATER USAGE AT ASIAN PAINTS

We continue to make steady strides in managing water resources responsibly across our operations. Water is primarily withdrawn from two sources—groundwater and third-party suppliers. In addition, we have significantly enhanced our rainwater harvesting capacity through the construction of reservoirs within our premises, enabling us to supplement process requirements with harvested water.

A portion of the withdrawn water is consumed into our products, while the rest is utilised for domestic, utility, and landscaping purposes.

Our state-of-the-art water treatment systems, combined with a strong focus on reuse and recycling, enable us to maintain a Zero Liquid Discharge (ZLD) status across our manufacturing sites—an achievement that reflects our continued emphasis on water stewardship.

In FY 2024–25, our decorative paint manufacturing units consumed 1,134 megalitres of water. At the standalone level, total water withdrawal stood at 1,366 megalitres, including 75 megalitres of harvested rainwater. Notably, only 5.4 megalitres of water withdrawn had Total Dissolved Solids (TDS) ≥1,000 mg/L.*

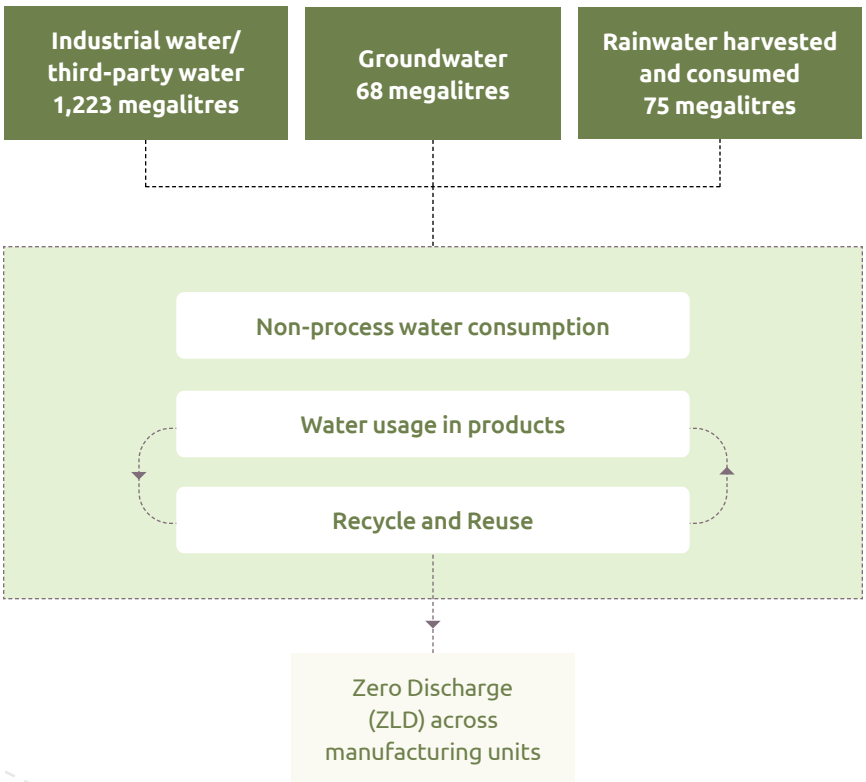
^GRI 303-1 Interactions with water as a shared resource | *GRI 303-3 Water withdrawal | *GRI 303-5 Water consumption

CASE STUDY

OPTIMISING WATER USAGE AT OUR KASNA FACILITY

In response to 50° C summer peaks, we engineered solutions to balance thermal comfort and water conservation. Industrial air coolers were fitted with reduced cleaning intervals, ambient driven run times and optimised drain cycles, cutting their projected water use by 49%. Our utility teams interlinked cooling towers to distribute variable loads and recovered steam condensate for reuse, achieving 15% and 25% water savings in cooling towers and boilers, respectively.

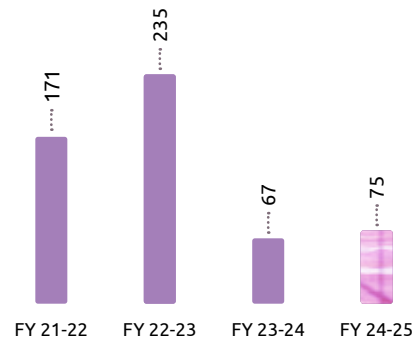
Administrative controls including implementing a three step recycled water canteen wash protocol and reusing RO reject for flushing further strengthened our factory's climate resilience.



Water replenishment and conservation inside factory premises

We have consistently prioritised water conservation across our manufacturing sites, undertaking a range of initiatives to drive efficient and sustainable use. Our approach includes the use of contextual indicators to monitor water efficiency, maximise reuse and recycling, and integrate innovative technologies into everyday operations. A key focus has been the harvesting and use of rainwater within our processes - an area where we continue to make encouraging progress. These interventions are complemented by ongoing awareness campaigns and training programmes that promote a culture of conservation and responsible usage among employees.

Rainwater harvested and consumed within the factory (megalitres)

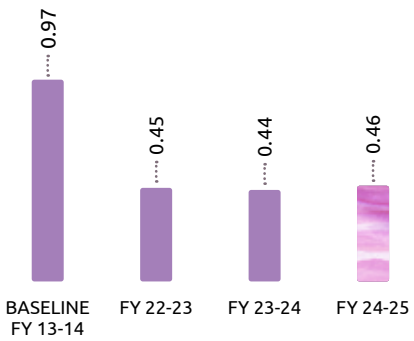


Non-process water consumption at our decorative paint manufacturing units

Over the years, we have been focusing on the reduction of our non-process water consumption. Our efforts have resulted in a reduction of specific non-process water by 52% from the baseline year of FY 2013-14.

During the year, we saw an increase in specific non-process water consumption compared to last year due to expansion and backward integration projects. However, it has reduced by 52% from baseline year.

Specific non-process water (KL/KL)



Water replenishment and conservation outside factory premises

We collaborate with local communities to improve water availability in areas surrounding our manufacturing facilities. This is achieved through supply-side initiatives such as pond rejuvenation and canal lining, and demand-side measures, including integrated watershed management and silt application, complemented by farmer training programmes.

Our sustained investments enabled us to replenish 478% of freshwater consumed at our paint manufacturing sites during the reporting year. These initiatives strengthen critical ecosystem services while also supporting water access for domestic use, agriculture, and groundwater recharge.

478%
Water replenishment achieved as a proportion of freshwater consumption at our decorative paint manufacturing units

CASE STUDY

WATER STEWARDSHIP INITIATIVES AT KASNA

Facing water scarcity in Gautam Buddh Nagar, we launched an integrated water stewardship programme at our Kasna plant combining demand side and supply side interventions. Under the 'Water for All – Replenish', we revitalised six key community ponds by desilting them, reinforcing embankments and planting native vegetation to restore natural recharge cycles, yielding an annual groundwater replenishment capacity of 25,500 KL. Simultaneously, we optimised internal water use through process enhancements and recycling, reducing freshwater demand. This dual approach not only secures regional water availability but also bolsters our as well as local community's resilience against climate impacts and promotes long-term sustainability.

CASE STUDY

CREATING LASTING IMPACT

In Nonand village, where over 85% of residents rely on farming, unlined canals once lost vast quantities of water, restricting crops to just two harvest. In FY 2024-25, our CSR team lined a 2,000 metre stretch of these channels, preventing seepage and saving 99,384 KL water annually. This ensures reliable supply to tail-end farms, supporting year round cultivation across 26.97 ha, reducing groundwater withdrawal, benefitting 35 farming families. This demonstrates how strategic water conservation projects bolster agricultural resilience and rural livelihoods.

NATURE POSITIVE

Waste management | Circularity in operation | Biodiversity

Management approach

At Asian Paints, Nature Positive embodies our holistic approach to sustainability. It carefully evaluates the environmental footprint of our operations to generate positive outcomes for both our Company and the planet. The theme covers our endeavours in waste reduction, air emissions management and biodiversity conservation.

	Target 2025	Performance 2024-25	Status
Number of collection points for plastic packaging from painters and consumers across states	100 points across 25 towns/cities	31 points across 10 town/cities	

We are collecting used plastic pails through designated collection centres and sending it for recycling thus providing an opportunity to our consumers to reduce environmental impact and earn monetary benefit.

	Target 2025	Performance 2024-25	Status
Proportion of recycled plastic used in our packaging	30%	30%	

	Target 2025	Performance 2024-25	Status
Reduction in specific hazardous waste per KL of finished product (kg/KL)	0.50 ↓81%	0.57 ↓79%	

	Target 2025	Performance 2024-25	Status
Reduction in specific non-hazardous waste per KL of finished product (kg/KL)	6.7 ↓52%	8.39 ↓41%	

	Target 2025	Performance 2024-25	Status
Reduction in specific effluent generated per KL of the finished product (L/KL)	17.5 ↓79%	17.1 ↓79%	

We put emphasis on '3R' strategy of Reduce, Reuse and Recycle for waste management reducing the negative environmental impact of our operations.

Achieved Unfulfilled

WASTE MANAGEMENT^

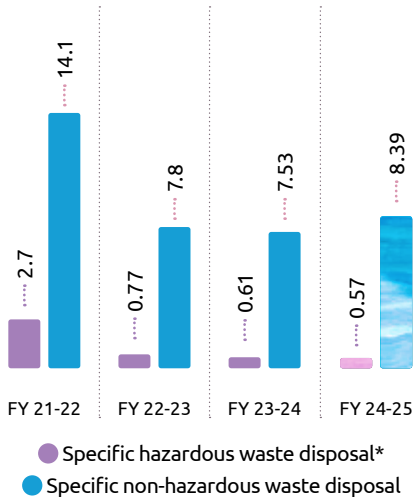
Our approach to waste management is built on systematic monitoring of material flows and regular reviews to identify opportunities for reduction. We follow a clearly defined waste hierarchy, prioritising innovative technologies for minimisation and investing in R&D to support carefully designed reuse schemes.

We continue to empower our workforce through targeted training on waste reduction techniques and safe handling practices. Our primary objective is to minimise waste generation at source by optimising existing processes and adopting more efficient production methods. Where avoidance is not feasible, we actively pursue recycling and reuse options within our operations. For example, we repurpose wash water, recover solvents and produce economy-grade paint from recycled materials.

By maintaining rigorous waste management protocols, we ensure the safe, responsible, and environmentally compliant disposal of non-recyclable and non-reusable materials. At our paint manufacturing facilities, specific hazardous waste disposal (measured in kg/KL) has consistently declined year over year since the baseline year of FY 2013–14. In the reporting year, we achieved a further 5% reduction over the previous year, marking a 79% decrease since FY 2013–14. Similarly, our specific non-hazardous waste reduced by 40% from FY 2013-14.

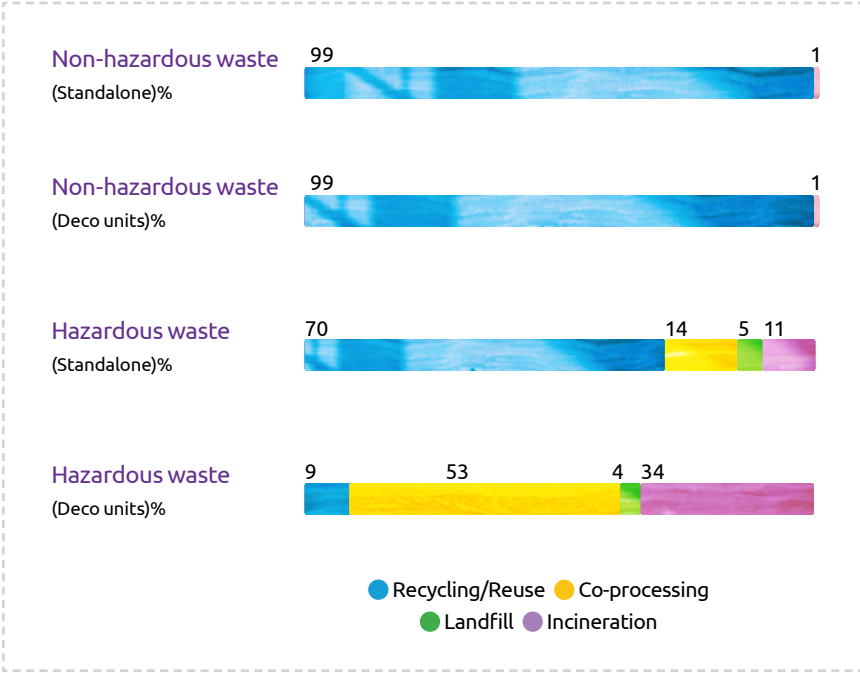
Waste disposal at decorative paint manufacturing units

(kg/KL)



*The indicator includes disposal of waste under Hazardous Waste Management Rules except barrels and containers which are disposed in numbers as per authorisation.

Waste by disposal method



^GRI 306-1 Waste generation and significant waste-related impacts | ^GRI 306-2 Management of significant waste-related impacts
^GRI 306-3 Waste generated | ^GRI 306-4 Waste diverted from disposal | ^GRI 306-5 Waste directed to disposal

SUSTAINABLE OPERATIONS

Wastewater management^

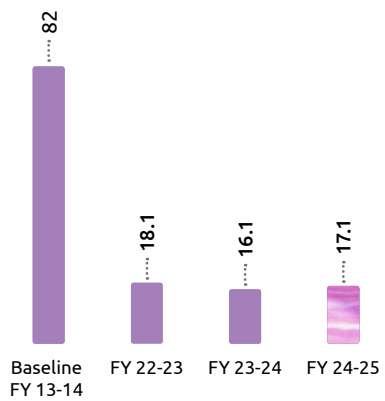
Wastewater generated during paint processing, equipment maintenance, and pipeline cleaning is managed through a two-pronged strategy focused on reduction and recycling.

- **Source reduction:** We have prioritised minimising wastewater generation by adopting high-efficiency pressure cleaning systems and maximising the reuse of wash water within our processes. In addition, targeted efforts such as utility blowdown management and condensate recovery have significantly lowered utility-related water discharge.
- **Recycling and reuse:** Effluents that cannot be reused directly in operations undergo advanced treatment through our Effluent Treatment Plants (ETPs). The treated water is then recycled for use in both process and non-process applications, supporting our Zero Liquid Discharge (ZLD) objective across our facilities.

Basis these approach, we have consistently achieved year-on-year specific trade effluent generation.

Specific trade effluent generation at decorative paint manufacturing units

(L/KL)



CASE STUDY

ZERO-SLUDGE INNOVATION AT KHANDALA

We have pioneered the chemical-free effluent treatment system, replacing conventional ETPs and eliminating hazardous sludge. Through vacuum distillation, trade effluent is split into vapour, which is recondensed into reusable water and slurry, which serves as an intermediary in paint production. Since installation, the technology has prevented 18-20 tonnes of chemical sludge generation and treated 210 KL of effluent without resorting to chemical dosing. This closed-loop solution not only drastically cuts hazardous waste but also exemplifies circular economy principles by reintegrating by-products into our processes, setting a new industry standard for resource efficient, sustainable waste management.

CIRCULARITY IN OPERATION

Recycled plastic%

We have significantly boosted the proportion of recycled plastic in our packaging, using 20,150 tonnes in FY 2024-25, equating to 29.9% of all plastic packaging. This milestone is yet another step towards circularity and reducing environmental impact.

Waste to value: Plastic Waste Management (PWM)$

We have been ensuring the collection and safe disposal of our packaging waste through the Extended Producer Responsibility (EPR) approach. Under plastic EPR, we have collected over 7,800 MT of flexible and over 72,000 MT of rigid plastic, which represents 100% of our liability in respective categories. The collection and responsible channelisation were ensured across 25 states.

Further, going ahead with our plastic stewardship commitment, we are offering consumers, painters, and contractors the opportunity to return paint buckets at 31 locations across 10 major cities in exchange for a monetary incentive.

Wash water%

Wash water is used daily to clean production equipments and mixers. In FY 2024-25, we re-used 39,345 tonnes of wash water within our products, reducing freshwater demand and avoiding generation of waste sludge.

Waste solvent reuse%

We continued to recover and reuse waste solvents in our products. In FY 2024-25, we were able to reuse 582 tonnes of solvent in products. In addition to this, we also use recovered solvents for cleaning purposes.

^GRI 303-2 Management of water discharge related impacts | ^GRI 303-4 Water Discharge
$GRI 301-3 Reclaimed products and their packaging materials
%GRI 301-2 Recycled input material used

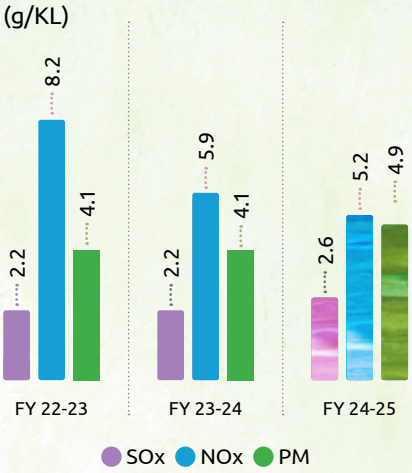
Economy grade paint

When source segregation or reuse schemes are not feasible, we repurpose these materials into economy grade paint. During the year, we successfully segregated and reprocessed 2,241 tonnes to manufacture this value added product.

Other emissions

We have made the transition to cleaner fuels, replaced diesel-based DG sets with gas-based ones, and reduced boiler usage by employing community steam boilers and heat recovery units. In our decorative paint units, absolute SOx, NOx and PM emissions were 3.2 MT, 6.6 MT and 6.1 MT, respectively. At standalone levels, absolute SOx, NOx and PM emissions were 10.8 MT, 45.8 MT and 15.1 MT, respectively.#

Other emissions at decorative paint manufacturing units



BIODIVERSITY*

At Asian Paints, biodiversity conservation in and around our operational areas has long been a key priority. Our biodiversity strategy is built on a holistic and proactive approach to preserving and restoring ecosystems associated with our operations.

Given the nature of our activities, our direct impact on biodiversity is limited. Nonetheless, we conduct thorough assessments of our manufacturing sites using the Integrated Biodiversity Assessment Tool (IBAT), which maps biodiversity-sensitive areas based on data from the World Database on Protected Areas (WDPA) in alignment with the IUCN definitions. These assessments also account for our ecological dependencies and broader ecosystem impacts.

Our efforts are aligned with the National Biodiversity Strategy and Action Plan (NBSAP), focusing on mitigating critical threats such as land-use change, pollution, overexploitation of species, climate change, and invasive species. While some of these threats are directly linked to our operations, others are indirect. We have identified specific risks and corresponding interventions for our manufacturing sites.

We believe that our wider sustainability initiatives—including resource conservation, pollution reduction, and community-based programmes—play a significant role in supporting biodiversity restoration and conservation across our areas of influence.

CASE STUDY

BUTTERFLY GARDEN AT ROHTAK

At Rohtak, we have transformed part of our factory grounds into a Biodiversity-cum-Butterfly Garden, reversing habitat fragmentation and nurturing a thriving micro-ecosystem. Native plants carefully selected for their nectar and pollen attract butterflies, bees and other beneficial insects, while providing food, shelter and breeding sites. This green sanctuary improves air quality, moderates the local microclimate and offers a tranquil retreat for employees, boosting morale and well-being.

It also serves as an educational hub, raising awareness of ecological conservation and aligning with SDG 15 - Life on Land. More than a decorative feature, this living landscape exemplifies our focus towards harmonising industrial progress with environmental stewardship, demonstrating that business growth and natural capital enhancement can flourish together.

*GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

*GRI 304-2 Significant impacts of activities, products and services on biodiversity

*GRI 308-2 Negative environmental impacts in the supply chain and actions taken

#GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions

SYNERGISING RELATIONSHIPS

At Asian Paints, we view relationships — whether with our people, our customers, or the communities we serve — as the foundation of sustained impact. We remain deeply attuned to customer aspirations, delivering thoughtful innovation and seamless experiences. Within the organisation, we foster a culture of inclusion, well-being, and continuous learning that empowers individuals to grow with purpose. In our communities, we drive meaningful change through focused efforts in water stewardship, healthcare, and skilling, underpinned by strong partnerships and measurable outcomes.

FY 2024-25 HIGHLIGHTS

11,111
Total on-roll employees
FY 24: 9,482

196,000+
Employee training hours
FY 24: 183,000+

950,000+
Participants trained at Beautiful Homes Academy
FY 24: 680,000+

KEY MATERIAL TOPICS

- Consumer Delight
- Business Ethics and Corporate Governance
- Water Management
- Influencer Management
- Supplier Sustainability
- Responsible Supply Chain
- Local Communities
- Consumer Health and Safety
- Human Rights
- Anti-Corruption and Anti-Bribery
- Policy Advocacy
- Anti-Competitive Behaviour
- Diversity and Inclusion
- Occupational Health, Safety and Well-Being
- Talent Management and Employee Engagement
- Industrial Workforce Management

ESG STRATEGY

106 Customer Celebrations

116 Community Ownership

122 Water Stewardship

126 Energising, Equitable & Inclusive Workplace

138 Safe workplace

STAKEHOLDERS IMPACTED

- **Customers**
- **Communities**
- **Employees**
- **Influencers**
- **Government and regulatory bodies**
- **Vendors**

UN SDGs IMPACTED

CASE STUDY

PILLARS OF HOPE AND JOY AT MAHA KUMBH 2025

At the Maha Kumbh 2025 — the world's largest spiritual gathering with over 400 million devotees — the risk of families getting separated in the vast crowds is an ever-present concern. In response, Asian Paints launched a deeply human initiative, *'Divine Intersections'*, demonstrating that its purpose goes far beyond colour and reaffirming its commitment to care, connection, and community well-being.

At the heart of this effort stood two towering 30-foot installations in the distinctive shape of the Asian Paints Neo Bharat Latex Paint packaging. Adorned with revered images of the holy deities, these Milan Stambhs served as powerful symbols of hope, easily recognisable amidst the sea of pilgrims.

Each pillar was equipped with LED screens displaying real-time photographs of missing individuals, helping reunite separated families. The initiative seamlessly blended brand presence with meaningful impact, turning moments of distress into stories of reunion.

Click here to know more

CUSTOMER CELEBRATIONS

Customer touchpoints | **Customer centricity** | **St+art: A platform for creative expression**

Management approach

At Asian Paints, our approach to customer satisfaction is rooted in a deep understanding of individual aspirations and a commitment to exceeding them. We honour the enduring trust built over eight decades, while embracing the enthusiasm of a new generation of customers. By expanding digital touchpoints, enhancing personalisation, and deepening long-term partnerships, we continue to raise the bar on customer experience. Leveraging our leadership in premium home décor, we are scaling our network of physical stores to deliver immersive, end-to-end solutions that redefine experiential luxury.

Policies

Customer Policy

Click here to know more

	Target 2025	Performance 2024-25	Status
Net Promoter Score (NPS)	70	70	

As a result of the continued trust in our offerings shown by our customers, our NPS met the target for this year.

	Target 2025	Performance 2024-25	Status
Number of St+art/ community sites	500	550+	

With continued acceptance of the St+art initiative, we successfully crossed the target set for this year.

Achieved Unfulfilled

CUSTOMER TOUCHPOINTS

We inspire home transformation through a seamless blend of physical and digital engagement. We understand that customers increasingly seek immersive experiences and design clarity. We have built an ecosystem that enables them to visualise, personalise, and execute their vision with confidence.

Physical

Our expansive retail footprint — with over 1.69 Lakhs touchpoints nationwide — remains a trusted channel for homeowners, contractors, and professionals to connect with our brand. Beautiful Homes Stores, part of our omnichannel home décor strategy, has grown into a 72-store-strong network in partnership with our dealers.

In FY 2024-25, we further elevated the in-store experience with the launch of our Beautiful Homes Signature Stores, a new premium retail format. The first of these, Avyukta, opened in Mumbai, offering customers an integrated décor journey.

These experiential spaces showcase our complete range of products in realistic, beautifully curated settings, allowing customers to touch, feel, and explore materials, textures, and finishes. Design consultants are available on-site to guide users through Shown Décor, Green Décor, and Holistic Consultations, helping them navigate choices with greater clarity and creativity.

Through these signature stores, we are shaping a new paradigm in home décor retail — one that places the customer at the centre of every decision and delivers design-led, end-to-end solutions with a refined, personalised touch.

Avyukta
A Beautiful Homes Signature Store at Mumbai

Avyukta, a 14,000 sq ft store offers a comprehensive range of luxury home décor solutions. The inaugural store seamlessly integrates all home décor categories providing customers with an immersive and personalised shopping experience.

Atrio
A Beautiful Home Studio at Guwahati

Atrio, a 16,000 sq ft studio serves as a gateway to the Northeast Indian market, offering a curated selection of over 2,700 SKUs, across home décor categories. The store features collections from renowned designers such as Sabyasachi, Sarita Handa and Jaipur Rugs, blending global designs with Indian craftsmanship.

Digital

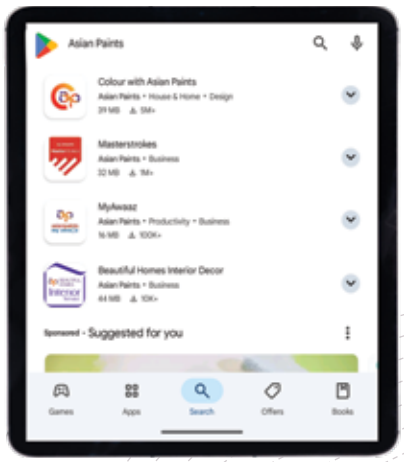
As consumers increasingly explore and make decisions online, we continue to lead with distinctive digital experiences that simplify, personalise, and elevate every stage of the home transformation journey. Leveraging advanced technologies, our platforms make discovery intuitive and design engagement seamless.

We have unified the Asian Paints and Beautiful Homes platforms to create a comprehensive décor destination, offering an unmatched range of paints, waterproofing solutions, interior products, and services under one digital roof. asianpaints.com has redefined shade and product discovery with the integration of AI-powered search, recommendation tools, calculators and enhanced navigation — all designed to guide consumers with clarity and confidence.

Beautiful Homes, one of India's leading online décor platforms, offers curated design inspiration and product collections powered by a blend of human expertise and human-in-the-loop generative AI, helping users visualise and plan spaces that reflect their unique taste.

Our popular **'Colour with Asian Paints'** app has been upgraded with a refreshed interface, dynamic content, and new tools to make shade selection more engaging and intuitive than ever.

For our dealer network, we continue to build digital excellence with platforms like MyAwaaz. Our enhanced sales support app equips dealers with real-time information and personalised tools to drive business performance and strengthen customer engagement.



CASE STUDY

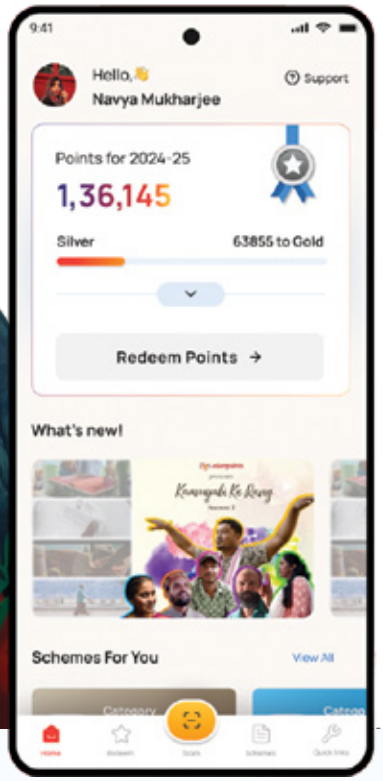
REVAMPED MASTERSTROKES APP

Our dedicated platform for extended partner ecosystem, the Masterstrokes App operates on a reward system for its users. To cater to the growing user base of applicators and contractors, we redesigned an enhanced user interface and have added new functionalities. The app now offers access to design inspiration, professional development content, and personalised engagement tools, while also serving as a showcase for partner work.

Key features

- Sleek and intuitive UI
- Secure OTP-based login and redemptions
- Integrated in-app support
- Displays promotions and scheme visibility
- Redemption module tailored for painters

Through Masterstrokes, we continue to empower our partners, recognise their contribution, and enable them to thrive in a rapidly evolving design and décor ecosystem.



Consumer awareness

As consumers increasingly turn to digital platforms for guidance on home improvement, Asian Paints is bridging the gap between curiosity and clarity with engaging, educational content.

'HomeWork', our YouTube skit-based series, simplifies complex topics like waterproofing and exterior painting through relatable storytelling. Designed to be both informative and entertaining, it addresses the growing demand for credible advice in a space often lacking structured resources. The tagline, *'Home Work Se Pehle HomeWork Jaroori Hota Hai'* ('Before home work, HomeWork is essential'), underscores the importance of informed decision-making before beginning any project. The series aims to become the go-to digital resource for understanding and resolving exterior home care challenges.

HomeWork social media reach

1 Crore+
Views

3 Lakhs+ hour
Watch time

Asian Paints Ki Warranty

India Ka Har Doosra Ghar Kehta Hai

With our campaign *'Asian Paints Ki Warranty'*, we aimed to go beyond product durability—we set out to honour the legacy we have built over eight decades. For generations, we have been part of Indian homes and not just as a paint brand, but as a trusted companion in every transformation, every milestone and every chapter of their home. This campaign served as a tribute to celebrating that bond. We reminded our audiences that with so many homes in India painted by Asian Paints, trust is not a promise — it's part of the home itself, embedded in every brushstroke, passed down like a treasured story.

Crafted with heartfelt storytelling and powerful visuals, this campaign captured our role in protecting the walls, and the lives lived within them. Whether it's a new apartment or an ancestral haveli, we have been there quietly offering assurance, consistency and colour through generations.

We went beyond simply talking about warranty—to showcase what it truly represents: our unwavering belief in standing behind everything we create. This campaign reaffirmed our place not only as leaders in colour and design, but as custodians of trust. And as we continue to innovate, we remain rooted in what has always defined us—our legacy of care, quality and commitment to the Indian home.

SYNERGISING RELATIONSHIPS

Amplifying brand relevance

Our marketing efforts in FY 2024-25 were anchored in a cohesive, omnichannel strategy designed to engage audiences meaningfully across platforms. We ran high-impact campaigns across television, digital channels (including our website and search), and leading social media platforms – further reinforced by targeted print and out-of-home advertising in key markets.

Kaam Humara, Credit Aapka

Kaam Humara, Credit Aapka is a tribute to the unsung heroes behind every beautifully painted home — our trusted painters. This light-hearted, relatable campaign celebrates the deep trust homeowners place in expert hands that transform blank walls with precision and craftsmanship. At Asian Paints, we take pride in delivering excellence; the credit, however, rightfully goes to you.

Scan to watch

Har Ghar Kuch Kehta Hai – A legacy reimagined

This year, we revitalised one of our most cherished campaigns, Har Ghar Kuch Kehta Hai, which has, for over two decades, celebrated the emotional resonance of Indian homes. The renewed narrative reinforces the enduring truth that every home holds a unique story — a living expression of the people within it.

Timeless in its appeal and universal in its message, the campaign continues to strike an emotional chord across generations. It reaffirms Asian Paints' deep-rooted commitment to standing beside our customers as they colour not just their walls, but their memories and milestones.

Scan to watch

Safe House

With Safe House, Asian Paints introduced the advanced protection of Apex Ultima Protek, now enhanced with Graphene technology. Featuring Ranbir Kapoor, the film likens homes to impregnable safes — shielded against time and weather. Rolled out across television, digital, and on-ground platforms, the campaign spotlighted our focus on durability, innovation, and long-term defence for home exteriors.

Scan to watch

Nilaya With Royals

Asian Paints collaborated with royal heritage to showcase the artistry of Nilaya's luxury wallpaper collection. Shot in the resplendent settings of Belgadia Palace and Ahilya Fort Heritage Hotel, and styled in collaboration with Sabyasachi, the campaign masterfully blended design, tradition, and timeless elegance.

This evocative visual journey celebrated the grandeur of Indian craftsmanship and the regal spirit of personal expression. With Nilaya, walls became more than surfaces — they became statements of heritage, individuality, and quiet opulence.

Ahilya Fort Heritage Hotel

Scan to know more

The Belgadia Palace

Scan to know more

Budget Kam, Warranty Mein Dum

Addressing value-conscious consumers, this campaign focused on offering affordability without compromising on quality or trust. Through relatable storytelling and strong regional connect, it showcased durable, budget-friendly solutions backed by robust warranties – a market-tested assurance validated over time and across generations.

Delivered through a comprehensive 360-degree rollout, spanning regional TVCs, digital activations, radio, and in-store visibility, it empowered confident, informed choices for Indian households.

DIY demystified: Engaging audiences with influencer tutorials

We extend our reach through influencer collaborations, where trusted creators demonstrate product applications and design ideas, lending authenticity and relatability to our solutions. Recognising the DIY trend among modern consumers, we launched 'How-To' tutorials with next-gen influencers, offering step-by-step guidance on using Asian Paints products. This initiative combines creative freedom with practical insights — helping users translate inspiration into action. Our dual-content strategy — a blend of quick listicles and bite-sized reels — continues to perform strongly across platforms.

Asian Paints – Where the Heart Is | Season 8

Now in its eighth season, 'Asian Paints - Where the Heart Is' took audiences on a cherishable journey through six distinctively styled homes—each a reflection of the personalities who live in them. This season featured the eclectic spaces of Ananya Panday, Arshad Warsi and Maria Goretti, Rakul Preet Singh and Jackky Bhagnani, Taapsee Pannu, Manu Bhaker, and Joseph Radhik and Devika Narain.

With each visit, viewers were invited to see how design becomes deeply personal where every corner tells a story and every element echoes emotion, heritage, and individuality. More than just a glimpse into celebrity homes, the series celebrated homes as soulful extensions of those who inhabit them.

This season went beyond storytelling, as celebrities stepped into the role of décor guides—sharing inspiration, design intent and styling ideas. Through immersive tours, 'Where the Heart Is' empowered audiences to reimagine their own spaces with thoughtful, beautiful touches—bringing alive Asian Paints' vision of making every house a truly beautiful home.

400 Mn+

Views for the 8th season of Asian Paints - Where the Heart Is

Scan to watch

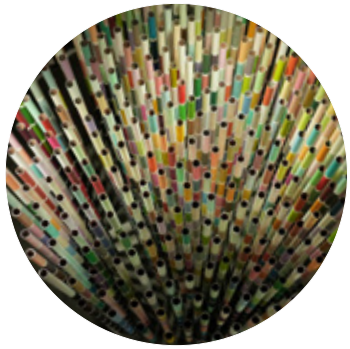
asianpaints where the heart is

SYNERGISING RELATIONSHIPS

CUSTOMER CENTRICITY

Customer satisfaction remains central to our service philosophy. We focus on understanding the specific aspirations of homeowners — from timely execution of painting projects to personalised colour consultations — ensuring a seamless and fulfilling experience. Our expertise lies not only in delivering a flawless finish, but also in offering thoughtful, tailored advice that helps customers bring their vision to life.

Consistently positive reviews across our painting and consultancy services reflect this commitment. Customers appreciate our professionalism, attention to detail, and expert guidance in selecting colours and textures — all of which contribute to a sense of trust and delight that defines the Asian Paints experience.



CASE STUDY

CELEBRATING LOCAL COMMUNITIES WITH PRAGATI KE RANG

Through Asian Paints NeoBharat Pragati ke Rang, Asian Paints celebrates stories of transformation across India — spotlighting everyday changemakers and their journeys of progress.

From a farmer in Vita, Maharashtra, who uses his YouTube channel to educate fellow farmers, to a roadside café in Jharkhand that serves as a vital stop for lorry drivers — each story is brought to life through vibrant murals and meaningful interventions. At the café, Asian Paints supported the community by adding charging stations and tables, while in Sonipat, Haryana, we partnered with Bajrang Akhada, a wrestling institute training young athletes free of cost, by refurbishing facilities and providing essential gear.

Through this series, Asian Paints NeoBharat honours the resilience and spirit of communities across the country, using colour as a medium for recognition, inspiration, and collective progress.

Scan to watch

Bajrang Akhada in Sonipat, Haryana

Agricultural Produce Market Committee in Sangli, Maharashtra

Roadside dhaba in Jharkhand

Artist Name: Sanskar Sawant - Homework Studio
Project Name: Asian Paints Pragati Ke Rang, 2024

Contractor engagement

Kaamyabi ke Rang - Colours of Success

Now in its fifth season, Kaamyabi ke Rang continues to spotlight the inspiring personal journeys of painters. The series goes beyond professional training to explore the grit, ambition and human stories that define their path to success.

In FY 2024-25, new episodes featured contractors from Orang (Assam), Kangra (Himachal Pradesh), Villupuram (Tamil Nadu), and Kota (Rajasthan) — each offering a moving glimpse into the lives of individuals who bring colour, character and craftsmanship to homes across India. Through this series, we honour not just their skills, but their perseverance and passion.

"I was raised in the serene and remote hills of Himachal Pradesh, where my upbringing brought with it a unique set of challenges and opportunities. Growing up far from the hustle and bustle of the city, I lacked many of the privileges and conveniences that urban life affords. Yet, rather than holding me back, these limitations served as powerful motivators, driving me to pursue my ambitions with even greater determination."

Ramesh
Kangra, Himachal Pradesh

Scan to watch

Dealer partnerships

Parivaar Asian Paints Ka – Celebrating bonds

Parivaar AP Ka, our YouTube series dedicated to dealer partnerships, shines a light on the trusted relationships at the heart of Asian Paints' success. Each episode brings forward stories of collaboration, resilience, and shared progress from across India, spanning Srinagar to Coimbatore and Amritsar to Bengaluru.

Through compelling narratives, the series reveals how Asian Paints supports its dealer network with personalised guidance, advanced products, and strategic enablement, helping them grow in competitive markets while delivering exceptional value to customers. More than a series, Parivaar AP Ka is a celebration of mutual respect, innovation, and the enduring spirit of the 'Asian Paints Family', reinforcing our commitment to building lasting partnerships rooted in trust and shared growth.

"Trust in the Company is a long-lasting; the relation is for almost 80 years now. Asian Paints asks all its dealers to solely focus on ROI. This philosophy increases my profitability considerably and provides a supreme ROI. They do thorough research and provide us with tools which help with our business growth, and both the customer as well as the contractors are satisfied. At the end of the day, all three are happy."

Ganji Venkannah & Sons,
Hyderabad

"The best part about Asian Paints is that they cater to every kind of customer segment and offers product range in all the price range. In today's time there are all kinds of products for customers from starting with the foundation work till the final décor part of their homes."

Gani Brothers
Srinagar, J&K

Scan to watch

SYNERGISING RELATIONSHIPS

Grievance redressal mechanism

Our grievance redressal system is designed to handle customer concerns promptly and transparently. Accessible through multiple channels, the process is structured to record, track, and resolve issues with speed and clarity. Every complaint is logged in our customer complaint management system, ensuring real-time visibility and systematic follow-up.

We aim to close all cases within five working days, reflecting the importance we place on timely service. We track customer feedback through the Net Promoter Score (NPS), gathered after every resolved complaint. By focusing on fast resolution and clear communication, including explanations for any compensation, we continue to improve satisfaction and strengthen customer relationships.

70%
NPS in FY 2024-25

94%
Customer complaints closed in FY 2024-25

Grievance redressal process

Step 01
Complaint registration

4 Hours

Step 02
Setting up appointment

48 Hours

Step 03
First visit

120 Hours

Step 04
Final resolution

ASIAN PAINTS X ST+ART INDIA: A PARTNERSHIP FOSTERING CREATIVE EXPRESSION

For over a decade, Asian Paints has partnered with St+art India to champion 'Art for All', supporting public art that reimagines urban spaces and connects communities.

In FY 2024–25, this collaboration transformed walls and public areas into vibrant canvases of collective storytelling, bringing art into everyday life while celebrating and preserving India's diverse artistic heritage.

Public art districts and projects

Kerala Literature Festival

As Festival Partner and venue collaborator for the Ezhuthola stage, we, under the Ultima Protek brand, helped create a platform for literary and artistic exchange. The design of the installed murals fused Malayalam typography with a graphene-inspired hexagonal structure, symbolising resilience and interconnectivity. The mural's interactive elements allowed festival-goers to engage directly with the piece, transforming it into a living representation of the event's spirit.

Scan to watch

Artist Name: Reshidev RK
Project Name: St+art Frontier, 2024

Ukkadam Art District

At the 4th edition of Ukkadam Art District, we reimagined neglected public spaces as vibrant hubs of community connection through our 'Space for All' initiative. Alongside three new murals, we introduced the 'Hyper Park', a sustainable, multi-functional public space built for community interaction, redefining what inclusive and vibrant urban spaces can be.

Donate a Wall

Through the Donate a Wall initiative, individuals and organisations offer walls that are then transformed into powerful public artworks. To date, over 56 spaces have been revitalised — from theatres and iconic buildings to schools and community hubs.

In Diphu, Assam, a mural at the Assam Rifles public school honours over 190 years of service. It captures the Assam Rifles not just as protectors of borders, but as part of the community—woven into classrooms, traditions, and local life. The mural evokes a sense of continuity, protection, and the hope of growing within the school's walls. In Shillong, Meghalaya, two murals reflect the region's deep connection to heritage and ecology. 'Roots and Rhythm' portrays nature and culture as co-creators of identity, while 'Threads of Tradition' pays tribute to Meghalaya's vibrant textile legacy. Here, weaving is shown as a living, evolving art—one that carries stories, memory and innovation across generations.

Scan to watch

Sassoon project

In collaboration with St+art and AHC, Dreams in Her Scapes was created at Sassoon Dock, Mumbai. This cross-cultural mural blends Bhil art by Gangu Bai with Australian First Nations art by Miriam Baadjo, highlighting themes of nature, femininity, and heritage through symbols like the Mahua tree and Kingfisher.

Together, we have contributed to over 590 sites and 7 public art districts across 29 cities—bringing traditional and vernacular art into the heart of urban spaces and making them more inclusive and culturally vibrant.

Scan to watch

St+art Frontier

On India's 78th Independence Day, Asian Paints unveiled Dawn of Valour, the inaugural project under the St+art Frontier series. Set in Tawang, Arunachal Pradesh, the artwork pays tribute to the courage and sacrifice of the Indian armed forces, blending symbolism with site-specific storytelling.

Scan to watch

COMMUNITY OWNERSHIP*

Enhancing vocational skills | **Health and hygiene** | **Employee volunteering**

Management approach

Guided by the principles of trust, fairness and care, our CSR philosophy emphasises inclusivity, deep community engagement and long-term impact. Our CSR Policy and Code of Conduct for Business Partners align our efforts with a shared vision of contributing to the well-being of the society, generating lasting value for all the stakeholders, while supporting equitable and sustainable development.

Policies

- Corporate Social Responsibility Policy
- Code of Conduct for Business Partners

Click here to know more

₹ 108.8 Crores
CSR expenditure in FY 2024-25

	Target 2025	Performance 2024-25	Status
Participants trained at Beautiful Homes Academy*	600,000	950,000+	Achieved

In FY 2024-25, our Beautiful Homes Academy programme continued to gain momentum. The specialised vocational training programmes, which focused on upliftment of community, enabled us to exceed our target for the year.

	Target 2025	Performance 2024-25	Status
Beneficiaries impacted through healthcare initiatives	500,000	280,000+	Unfulfilled

This year, our CSR efforts were realigned with enhanced focus on water stewardship as compared to health and hygiene. While this recalibration meant our original 2025 health targets were not met, it positions us strongly to meet our broader FY 2030 goals.

We continue to strengthen partnerships with non-profits and foundations, prioritising static and mobile medical units, followed by Safar Clinics, to expand healthcare accessibility in underserved regions.

*Formerly known as Asian Paints Colour Academy

Achieved Unfulfilled

Our CSR focus areas and expenditure^

(₹ in Crores)

64.8
Enhancing vocational skills

10.8
Health and hygiene

27.2
Water stewardship

^Excludes expenditure on CSR overheads

*GRI 413-1 Operations with local community engagement, impact assessment and development programmes

*GRI 203-1 Infrastructure investments and services supported

ENHANCING VOCATIONAL SKILLS

Our new visual identity - Beautiful Homes Academy, formerly known as the Asian Paints Colour Academy, reflects our renewed commitment to empowering individuals through vocational excellence. The Academy offers specialised training programmes across disciplines including paint application, carpentry, plumbing, and masonry, blending technical expertise with practical know-how. Our fixed academies are located in Tier 1 cities and major metros, while mobile units extend our reach to Tier 2 cities, ensuring equitable access to skill-building opportunities nationwide.

Additionally, our revamped digital learning portal in alignment with the new visual identity offers access to curated training courses that can be accessed anytime, anywhere, FAQs in multiple languages and improved course introduction.

Click here to learn more

Training session at one of our Academies

In FY 2024-25, we introduced two new courses - Health & Safety, and Colour & Design. We upgraded certain existing modules to advanced levels, ensuring our curriculum remains responsive to evolving industry needs. Each course is designed to balance hands-on training with in-depth product knowledge, equipping learners to thrive in the dynamic world of home improvement and construction.

The Beautiful Homes Academy continues to build employability, entrepreneurial confidence, and personal pride, enabling thousands across the country to unlock better livelihoods and shape better homes.

950,000+
Participants trained at Beautiful Homes Academy^

1,441
Towns covered by Beautiful Homes Academy^

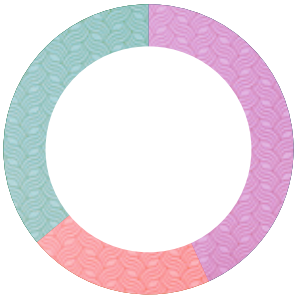
Training courses

- Basic painter course
- Designer finishes
- Mechanisation
- Wallpaper
- Waterproofing
- Next-gen contractor pro
- Shop manager mantra
- Carpentry
- Plumbing
- Basic financial management course
- Soft skill course
- Sanitisation courses
- Health and safety
- Colour & design

Training session at one of our Academies

Modes of training in FY 2024-25

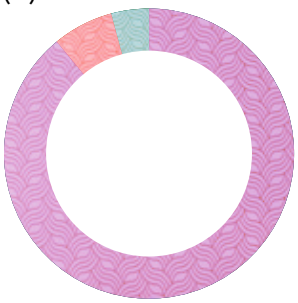
(%)



Physical training	43.2
Digital training	20.8
Virtual training	36.0

Training across different verticals in FY 2024-25 (%)

(%)



Painter training	89.0
Bath training	6.8
Carpentry training	4.2

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Empowering communities

Our community development training programmes are designed to ignite creativity, build practical capabilities, and foster long-term economic self-reliance. In FY 2024-25, we conducted specialised training initiatives directly and along with NGOs across various community groups like training plumbers for Government led initiative for skilled workers, basic painting course for specially-abled, girls & women, jail inmates, refugees, fishermen, tribal community, etc.

CASE STUDY

RESTORING DIGNITY, REBUILDING LIVES

Beautiful Homes Academy in West Bengal organised a six-day painting course for inmates at Krishnanagar District Correctional Home, aimed at equipping them with practical skills to support their future rehabilitation.

Through our hands-on training sessions, participants were introduced to essential skills such as surface preparation, paint application and brush techniques. A total of 40 inmates successfully completed the training and received certificates.

CASE STUDY

TURNING THE TAP ON OPPORTUNITY

A plumber from Indore had long struggled with irregular employment and financial instability. In a bid to enhance his professional prospects, he enrolled in the Beautiful Homes Academy to upgrade his skills.

At the Academy, he received hands-on training in modern plumbing techniques and earned a globally recognised certification from the International Association of Plumbing and Mechanical Officials (IAPMO). This certification significantly enhanced his credibility and employability in the market. His monthly income has doubled.

HEALTH AND HYGIENE

At Asian Paints, we recognise that health & hygiene of the community forms an integral part of the sustainable development. Our health and hygiene interventions are designed not only to deliver essential medical care but also to foster long-term awareness, preventive habits, and instill resilience at the grassroot level.

By combining curative support with strategic outreach, we adopted an integrated healthcare approach that proactively addresses disparities in healthcare access and enhances community well-being. Our efforts go beyond compliance to create a measurable impact in regions where healthcare support is most critical.

Curative health

We ensure timely and essential medical support is available to the communities through a range of curative initiatives. These are tailored to ensure that underserved communities, often constrained by systemic or geographic limitations, can access reliable healthcare when they need it the most.

255,000+
Beneficiaries served through curative health programmes^

Mobile Medical Units

Deployed across remote and underserved geographies, our Mobile Medical Units (MMUs) deliver essential healthcare services directly to communities like general medical consultations, primary treatment and medication, basic diagnostic services and referrals to secondary or specialist care when needed.

In addition, MMUs extend their reach by:

- Providing home-based care to bedridden patients
- Facilitating access to government health schemes
- Conducting awareness programmes on hygiene, nutrition and preventive healthcare

This mobile-first model ensures continuity of care while strengthening health literacy and trust of the community in the health system.

^Key Performance Indicator that has limited assurance

Mobile Medical Unit

126,000+
Beneficiaries served by MMUs^

Static Medical Units

Our Static Medical Units operate as permanent healthcare access points within community catchments, offering regular consultations and routine diagnostics, preventive screenings and immunisation support and educational sessions covering various health topics, for long-term awareness.

These units act as dependable healthcare touchpoints, promoting long-term health outcomes and well-being.

105,000+
Beneficiaries served by static medical units^

Static Health Unit Clinic consultations

^Key Performance Indicator that has limited assurance

Safar programme

Through our Safar Clinics, we address the medical needs of the trucker community with specific health vulnerabilities arising from long travel hours, sedentary lifestyles and erratic routines. As part of this programme, we offer comprehensive medical consultations, treatment and medication. Additional services like physiotherapy, nutritional counselling, stress management and lifestyle counselling are also provided.

This targeted intervention supports their well-being both on the road and at home, helping build a healthier workforce within the logistics sector.

24,000+
Beneficiaries served by Safar programme^

Safar – eye check-up

CASE STUDY

A HEALTHIER ROAD AHEAD

A truck driver from Haryana, earns around ₹ 15,000 a month and spends long hours on the road—constantly exposed to dust and pollution. Over time, this affected his health and a persistent cough led him to seek help at our SAFAR Clinic.

He received required medication that fixed his health issues. Further, he also received targeted counselling at the Safar Clinic, which supported him in quitting tobacco. Today, his cough has cleared, he feels more energetic, and he credits the Safar Clinic and Asian Paints for helping him lead a healthier life.

His story underscores the value of preventive healthcare and behavioural counselling in improving the well-being of underserved communities.

SYNERGISING RELATIONSHIPS

Proactive health

Our proactive healthcare initiatives are focused on improving health outcomes and diminishing disease prevalence among vulnerable groups such as adolescent girls, pregnant and lactating women and children. By promoting preventive care and healthy behaviours, we aim to address root causes before they evolve into serious health concerns. We accomplish this through focused counselling and Behaviour Change Communication (BCC), working hand-in-hand with our dedicated frontline partners, such as Anganwadi Workers, Accredited Social Health Activists, and Auxiliary Nurse Midwives.

25,000+
Beneficiaries served through proactive health programmes^

Menstrual Hygiene Day celebrations - Rohtak

BCC Sessions with Adolescent Girls on Nutrition & Hygiene – Rohtak & Kasna

CASE STUDY

RECOVERY WITH A RIPPLE EFFECT

A resident of a remote village in Vizag, had been struggling silently with undiagnosed diabetes. It was only through timely intervention at 'Nirog' Clinic, supported by Asian Paints, that he discovered his blood sugar level had reached a critical 345 mg/dl.

With consistent care, lifestyle guidance and the right medication, his health began to improve. Within 18 months, his blood sugar dropped to 146 mg/dl—a remarkable turnaround.

But journey did not stop there. Inspired by his recovery, he began mobilising his community, encouraging neighbours to undergo regular health check-ups and adopt healthier habits. Today, he is not just a beneficiary, but a grassroot health ambassador, ensuring that the ripple effect of our healthcare initiatives reaches far beyond his home.

^Key Performance Indicator that has limited assurance

EMPLOYEE VOLUNTEERING

At Asian Paints, employee volunteering is a core pillar of our CSR philosophy. Our employees optimise their skills and knowledge for the betterment of the community.

This year, our employee volunteering programme strategy was executed keeping in mind 'Holistic Development' of the communities that surround us. Our manufacturing units conducted the employee volunteering sessions of Water & Health warriors in the schools of the villages where the Company was already carrying out its CSR interventions in the area of Water & Health. By embedding volunteerism into our organisational culture, we aim to position Asian Paints as a model for socially conscious corporate citizenship.

1,700+
Number of employee participation in FY 2024-25*

*Includes off-roll employees who have also contributed to several employee volunteering activities.

4,100+
Hours of volunteering activities undertaken in FY 2024-25

Key volunteering initiatives

Water warriors

The Water Warriors initiative seeks to build early awareness of water conservation among school children from underserved communities. Conducted through immersive and interactive sessions, the programme encourages children to adopt 'Water Positive Behaviour' -daily habits that reinforce the value of this vital resource.

This campaign was successfully implemented around our manufacturing locations of Mysuru, Kasna and Sriperumbudur, nurturing a generation of responsible water stewards.

Water Warriors – Mysuru

Vein warriors

Our blood donation drives are a tribute to the selflessness of our employees. This initiative highlights our commitment to saving lives and improving emergency preparedness. Every unit of blood donated is a powerful reminder that small acts of generosity can have life-altering impact.

Blood Donation Drive - Head Office

Health warriors

Launched as a new initiative in FY 2024-25, Health Warriors are employees who champion wellness in local communities. Their efforts include health awareness and wellness promotion drives. These actions aim to foster healthier habits, improve healthcare awareness, and bring positive transformation, especially among underserved populations.

Health Warrior session - Cuddalore

Measuring Impact

We conducted impact assessment studies, accordance to law, to evaluate the social outcomes of our vocational, health, and water initiatives. The findings from our FY 2024–25 studies revealed a significant positive impact on people's lives, addressing vital areas such as skill development, healthcare, environmental sustainability, and livelihood enhancement. The study's recommendations are helping us shape and refine our future programmes.

Detailed Impact assessment reports are available at

www.asianpaints.com

WATER STEWARDSHIP*

Leaving a watermark

Management approach

Our commitment to creating self-sustained, empowered and equitable communities has remained aligned with our overall vision and mission of delivering joy to people's lives. Enhanced availability of clean and perennial supply of water in an equitable manner to the communities is integral to this vision and mission.

Transforming the community's connection with water in every form– Leaving a lasting 'Watermark' – our CSR initiative which involves efforts to address water related challenges through various projects and programmes. The overarching goal is to encourage self-sustaining water practices and enable long-term behavioural change within communities.

To ensure accountability, we are strengthening our impact measurement framework for our water initiatives, using real-time monitoring and technology to evaluate socio-economic outcomes.

Target	Target 2025	Performance 2024-25	Status
Water harvesting potential created as % of annual freshwater consumption every year	>70	273.3	

Through strategic increases in both CSR investments and multi-stakeholder collaboration, we achieved our targets for creating water harvesting potential.

Achieved Unfulfilled

LEAVING A WATERMARK

Launched in 2023, our 'Watermark' initiative reflects Asian Paints' holistic view of water as both an environmental asset and a community resource. It unites all our water-related interventions under one cohesive platform, addressing issues around water availability, accessibility, quality and land degradation.

Through a combination of technical, ecological, and social interventions, the initiatives continue to make measurable contributions to the sustainable future of communities across our areas of operation.

Key pillars of Watermark

- Transitioned from creation of water potential to a collaborative water governance model
- All projects to have quantifiable social impact
- Feasibility checks for design and cost-effectiveness for all the projects to be done by professionals
- Periodic review of project implementation
- Piloting new water management initiatives
- Continuous learning with external experts
- Encouraging communities to participate for wider adoption
- Effective communication of the transformation of water bodies through interventions

*GRI 413-1 Operations with local community engagement, impact assessment and development programmes

*GRI 203-1 Infrastructure investments and services supported

Exploratory and innovative interventions

Supply side

Limited access to water for drinking and irrigation continues to affect the access to clean water for daily use and farming needs. Our supply-side interventions aim to improve water availability and retention, with a focus on restoring water in natural ecosystem and enabling long-term water resilience.

Key initiatives

- Integrated Watershed Management
- Canal lining to prevent water loss due to seepage
- Rejuvenation of water bodies
- Construction and repair of check dams

Demand side

Climate variability and uneven rainfall patterns are disrupting local water access and livelihoods. To address this, we focus on efficient usage of water resources, empowering communities to optimise their consumption and adopt sustainable agricultural practices.

Key initiatives

- Promotion of micro-irrigation
- System of rice intensification
- Sustainable agriculture by promoting low water intensive crops and their varieties
- Reduce dependence on ground water by promoting surface water storage

Other solutions

Sewage treatment

We are piloting chemical-free sewage treatment through phycoremediation using nano-nutrient dosing to flourish natural ecosystem while restricting ground water contamination.

Access to safe drinking water

In areas where poor water quality contributes to illness and water stress, we are working to provide chemical-free purification methods. These solutions improve both health outcomes and water access for underserved communities.

Measuring our progress towards 'Watermark'

12,017
Number of farmers benefitted

10,227
Small and marginal farmers benefitted

142
Number of villages^

Check Dam Project - Narmada district

Demand side impact

313 hectares
Area under water-efficient agriculture

251 hectares
Area under which silt applications were done

Supply side Impact

149
Water bodies^

3,067,557 KL
Water potential created^

60
Water use group formed

8,566 hectares
Command area created

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Supply side initiatives

Integrated Watershed Management (IWSM)

Our IWSM programme adopts a holistic approach to improving ecological and community resilience in rural areas. By managing land and water resources in tandem, it enhances agricultural productivity and ensures long-term water sustainability.
Key interventions include:

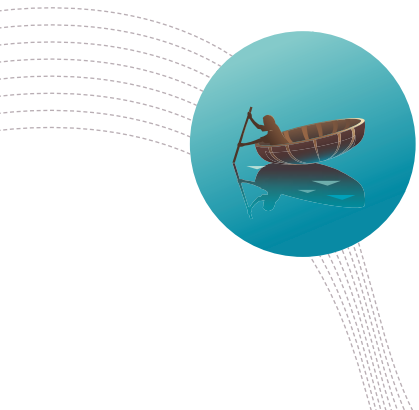
- Gully plugs
- Continuous contour trenches
- Stone bunds
- Renovation and construction of earthen/cement nala bunds
- Afforestation and tree plantation drives

These measures help reduce surface runoff, increase soil moisture retention and minimise land degradation.

Canal lining

Canal lining in Rohtak has been implemented as a crucial measure to enhance irrigation efficiency and reduce water losses in the region. By lining canals with concrete or other impermeable materials, the seepage of water into the ground is significantly minimized, ensuring more effective delivery of water to agricultural fields.

This initiative supports the region's predominantly agrarian economy, helps conserve valuable water resources and contributes to improved crop yields.



Rejuvenation of Water Bodies (RWB)

Dry tanks and water bodies were identified and desilted to restore their capacity and recharge potential. In FY 2024–25, this intervention was implemented across Kasna, Khandala, Mysuru, Patancheru, Cuddalore, Sriperumbudur, Vizag and Ankleshwar.

Check dam construction and renovation

A check dam is a structure built across a river or stream to slow the flow of water, prevent soil erosion, store water, and recharge the groundwater. In Gujarat's Narmada district, we are implementing water projects by repairing or constructing new check dams.

RWB Project - Mysuru

CASE STUDY

AGRICULTURAL PRODUCTIVITY GAINS FROM POND REJUVENATION

In Siddhuvalli, Mysuru, a local farmer struggled for years with low agricultural yields across a 7.5-acre plot cultivating papaya and sugarcane. Escalating fertiliser costs strained household finances, limiting the family's ability to support their children's education. Through Asian Paints' Pond Rejuvenation initiative, 3,600 cubic metres of nutrient-rich silt were applied to the farmland. This significantly improved soil fertility, reduced dependency on external fertilisers, and enhanced water retention capacity. The intervention also enabled fodder cultivation on-site, which boosted milk production and generated additional income.

As a result, the farmer's overall agricultural earnings rose by approximately by ₹ 60,000 annually. This incremental income helped enrol their children in a reputed local school, marking a step forward in both financial resilience and social upliftment.

Demand side initiatives

Promotion of microirrigation

Promotion of microirrigation is being attempted across the feasible geographies by utilising modern irrigation techniques to enhance water use efficiency, increase irrigated land, improve agricultural productivity and ensure food security. This is being achieved through convergence with government schemes, financial incentives, technological advancements, and educational programmes aimed at empowering farmers.

System of rice intensification

The System of Rice Intensification (SRI) is being promoted with rice cultivating farmers to increase yields while using less water, seed, and chemicals. It focuses on improving soil health, plant establishment, and water management. SRI involves planting seedlings singly and at wider spacing, with intermittent irrigation and frequent inter-cultivation.

Sustainable agriculture

Sustainable agriculture focuses on farming practices that ensures the environment, social and economic well-being of farmers and communities in long-term, and the overall health of the ecosystem. This involves promotion of agricultural practices which can help in protecting environment or natural resources while ensuring higher productivity of land and crop and thereby making agriculture economically viable for the farmers.

Promotion of surface water storage

In order to minimise extraction and dependency on ground water, multifaceted approach are implemented that combines infrastructure development, conservation practices, and awareness campaigns across the geographies. This includes building and maintaining water harvesting structures like check dams, reservoirs/ponds, canals and other water storage structures, as well as promoting rainwater harvesting, reducing water consumption, and raising public awareness about water conservation.

CASE STUDY

ENHANCING GROUNDWATER RECHARGE: PROJECT JALTARA

Under the Project Jaltara initiative, we implemented a strategic groundwater recharge programme in six villages of Khandala. The intervention involved constructing recharge pits each measuring 6 x 4 x 6 feet at low-lying points across farmland. Designed to accelerate groundwater percolation during monsoons, the pits create a favourable micro-environment that allows rainwater to seep into the ground more effectively.

This nature-based solution aims to restore and raise the water table post-monsoon, increasing the availability of water in farmers' wells. The improved groundwater levels are expected to enable larger areas to be brought under cultivation, support multiple cropping cycles, and significantly boost agricultural productivity. Some of the other envisaged benefits include reduced cost of cultivation, avoiding crop loss due to flooding and increase in income of farmers.

Recharge pits dug in low-lying areas of the field

Pits filled with layered stones and pebbles of varying sizes

During rainfall runoff water percolates into recharge pit

Impervious soil made absorbent to boost water percolation

Impact of Project Jaltara

3,333
Pits created

2,261 acres
Area covered

739
Farmers benefitted

ENERGISING, EQUITABLE AND INCLUSIVE WORKPLACE

Talent acquisition | **Learning and development** | **Employee well-being**

Diversity and inclusion | **Human Rights** | **Collective bargaining**

Management approach

We place strong emphasis on effective talent management, nurturing skills, building competencies and fostering a safe, inclusive workplace to develop an exceptional human capital base. This year, we further strengthened our commitment towards Inclusion, Equity and Diversity (IED), enriching our workplace culture by embedding inclusivity deeper into the fabric of our organisation. Our philosophy of 'Leaders for Life' is rooted in enabling holistic development, empowering individuals to thrive professionally and personally. We champion an open, psychologically safe environment that values diverse capabilities and thought leadership. Constructive labour relations are fostered through transparent dialogue and meaningful engagement.

	Target 2025	Performance 2024-25	Status
Employee engagement score (%)	80	78	

We are continuously implementing targeted initiatives aimed at enhancing employee experience and organisational culture. Encouragingly engagement levels have shown steady performance by achieving scores between 78% - 81% from July 2022 to July 2024.

	Target 2025	Performance 2024-25	Status
Psychological safety score (out of 10)	7	7.4	

We have cultivated a safe and engaged workforce with meaningful wellness initiatives and insightful psychometric-based support.

	Target 2025	Performance 2024-25	Status
Wellness initiative score (out of 10)	8	8.8	

We implemented impactful and accessible wellness initiatives across our operations, ensuring our employees stay physically and mentally fit.

Achieved Unfulfilled

Policies

- Code of Conduct for Employees
- Code of Conduct for Board Members and Senior Management Personnel
- Policy for Prevention, Prohibition, and Redressal of Sexual Harassment of Women at Workplace
- Policy on Equal Opportunity and Non-Discrimination
- Whistle-BlowerPolicy

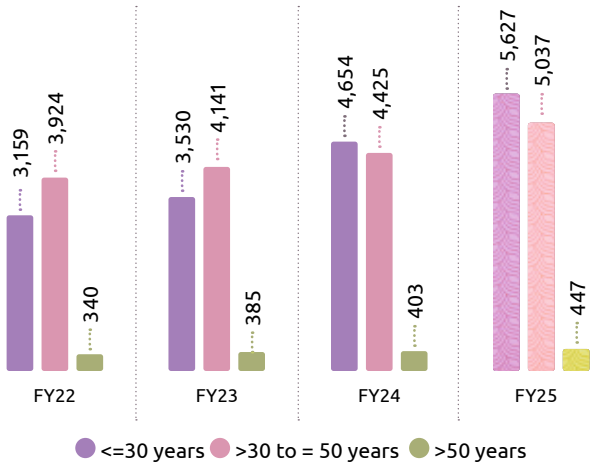
Click here to know more

Our strategic people agenda

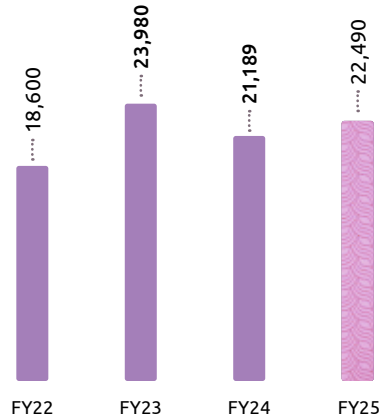
- People collaboration and engagement through periodic surveys
- Movement of talent across verticals through institutionalisation of a democratic process
- Strengthening leadership and succession through precision talent management
- Strengthening organisation structure and support new acquisition

Employee snapshot*

Total permanent employees by age



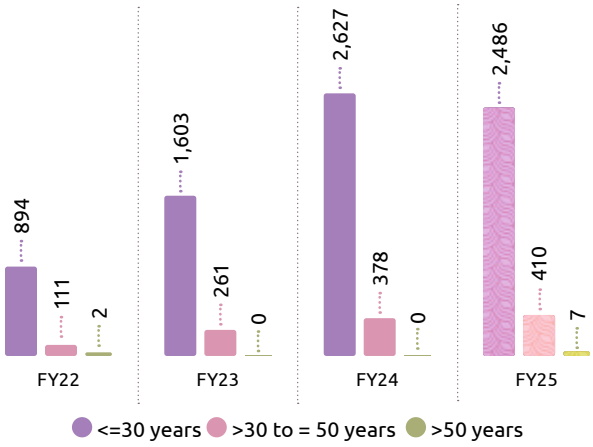
Total temporary and contractual employees#



Total employees per category by age

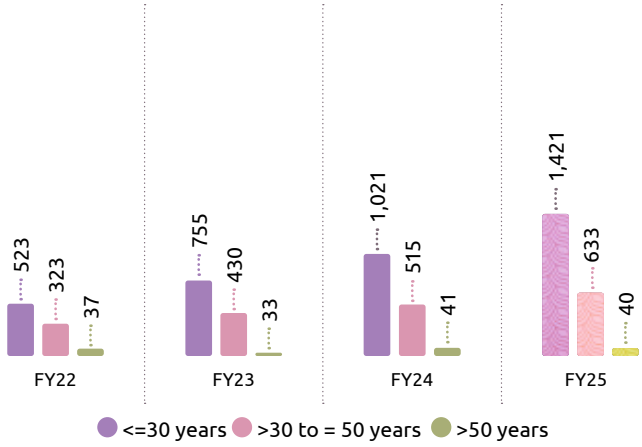
	<=30 years	>30 to = 50 years	>50 years	Total
Senior Management	0	7	8	15
Middle Management	9	315	53	377
Junior Management	437	829	36	1,302
Staff	4,980	2,653	69	7,702
Workers	201	1,233	281	1,715

New hires by age



New hire rate by age group for FY 2024-25:
<=30 years: 46.9%; >30 to =50 years: 8.3%; >50 years: 1.6%

Employee attrition by age



Attrition rate by age for FY 2024-25:
30<= years: 26.8%, >30 to = 50 years: 12.7%, >50 years: 9.2%

*GRI 2-7 Employees | *GRI 401-1 New employee hires and employee turnover | #GRI 2-8 Workers who are not employees

*GRI 405-1 Diversity of employees

SYNERGISING RELATIONSHIPS

TALENT ACQUISITION

At Asian Paints, we focus on identifying and attracting individuals who embody innovation, leadership and a drive for excellence. Our targeted initiatives aim to build a strong, diverse pipeline of future-ready professionals through immersive engagement, strategic branding and experiential learning.

TrailBlazer programme

Through our TrailBlazer Campus Engagement Programme, we strengthened our employer brand across approximately 150 tier 2 and tier 3 MBA campuses. Aimed at building a robust student database for future sales roles, as a part of the initiative we launched an engaging Campus Treasure Hunt tailored for Sales & Marketing executive hiring. The response was exceptional with 2,100+ active participants, 65% of whom hailed from our key target campuses. Impressively, around 80% of these entries came from students specialising in Marketing, Finance, General Management and Human Resource. The top 50 performers, limited to one winner per campus, received a significant cash prize, while the event generated a valuable database of prospective talent pool that will support our recruitment efforts in future.

INSPIRA Challenge

INSPIRA, Asian Paints' exclusive Design Challenge, was conceived as a platform to celebrate emerging design talent while simultaneously exploring alternative, high-potential recruitment channels. Targeting students from premier institutes pursuing Bachelors in Architecture and Interior Design across India, the initiative aimed to engage the next generation of designers and influencers, embedding our brand in their creative journey. The competition was structured in two dynamic stages, concluding with three standout winners who were awarded cash prizes and offered interview opportunities. Beyond the accolades, the initiative successfully established a curated database of design students, now primed for Designer roles, cementing INSPIRA's role as both a talent discovery engine and a brand-building milestone within the design education ecosystem.

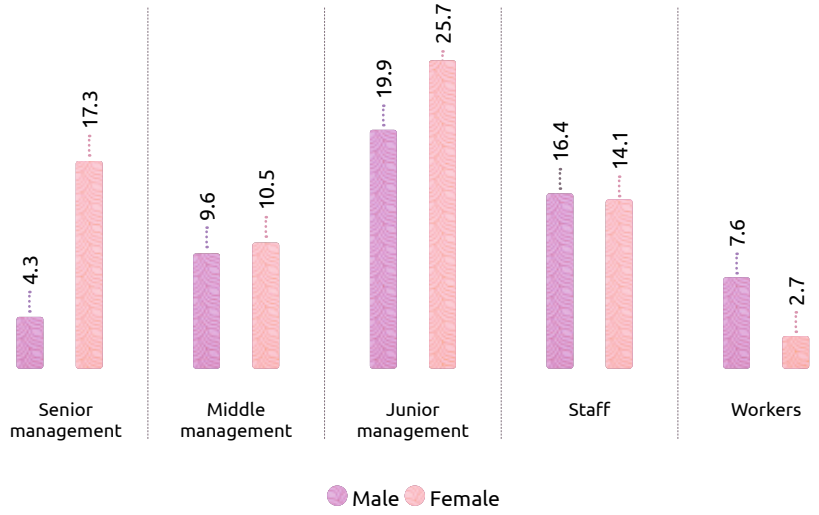
Artist Name: Sayan Mukherjee
Project Name: Donate a Wall Diphu, 2025

LEARNING AND DEVELOPMENT

Guided by our 'Leaders for Life' philosophy, we have developed a culture of continuous growth, equipping employees with the skills to thrive in an evolving business landscape. Through leadership programmes, hands-on learning, and coaching, we bridge skill gaps and ensure high performance. Our annual People Review Process (PRP) aligns individual development with career progression, enabling a strong leadership pipeline. By embedding value-based behaviours and structured capability-building initiatives, we empower talent to drive transformation and lead our Company towards sustained excellence.

Learning and development dashboard for FY 2024-25*

(Average hours of training per year per employee)



Pillars of learning and development

1

Emerging leaders

We are shaping the next generation of leaders through structured, future-forward learning journeys. From immersive development programmes to tailored role-based orientations, we empower junior managers with the mindset, skills and strategic clarity to lead with confidence in a dynamic business environment.

2

Middle management

We are empowering our middle managers to step into strategic leadership roles with confidence, clarity and competence. Through a blend of immersive learning experiences, coaching and financial acumen programmes, we equip them drive impactful, long-term business outcomes.

3

Senior management

We are committed to the continuous evolution of our senior leadership to meet the demands of a dynamic global environment. By investing in advanced learning at prestigious international institutions, we ensure our leaders stay ahead of industry trends and steer our Company towards sustained excellence.

*GRI 404-1 Average hours of training per year per employee

SYNERGISING RELATIONSHIPS

Emerging leaders*

Our flagship Emerging Leaders Programme prepares high-potential managers for leadership roles, focusing on people management, with 350+ participants achieving a feedback score of 8.8/10 this year.

Our Scientific Rigor Programme fosters a data-driven approach, arming managers with analytical skills and structured decision-making, with 75 participants scoring 8.9/10 in FY 2024-25. These initiatives build a strong leadership pipeline, ensuring our future leaders are equipped to drive sustainable growth.

Ready for the Role

To ensure our junior Sales & Marketing managers are primed for success, we introduced a dynamic, day-long orientation tailored to their unique transition journey. Designed with real-world complexities in mind, the programme equips new managers with essential tools and insights to confidently step into their roles. Emphasising people processes for both on-roll and off-roll teams and sharpening sales planning capabilities through live case studies, it lays a strong foundation for leadership in the field.

350+
of our employees attended the Emerging Leaders Programme in FY 2024-25, received positive feedback of 8.8/10

Middle management

The Middle Management Transition Programme combines self-reflection, leadership interactions, Hogan Assessments, and transformative workshops to build leadership capacity. Financial analysis training promotes data-driven decisions and accountability, while personalised coaching with certified professionals strengthens leadership styles and resilience. Partnerships with external experts provide experiential learning in emotional intelligence, communication, and conflict resolution, further developing strategic and collaborative skills.

Empowering middle management

Beyond functional expertise, middle managers at Asian Paints are equipped with a broader organisational perspective and cross-functional collaboration skills. Their learning journey blends in-person formal training with LinkedIn Learning, incorporating one-to-one coaching, group mentoring, psychometric tools, and experiential workshops. Key programmes focus on leadership, financial acumen, role clarity, and people management, ensuring their transition effectively into strategic leadership roles while driving organisational success.

Building financial acumen for strategic impact

To strengthen strategic decision-making, we launched the *Financial Acumen for Enabling Business Strategy* programme for middle managers. The initiative enhances financial literacy, linking macroeconomic insights and core financial principles to business strategy. This empowers managers to operate with greater clarity, supporting smarter decisions and long-term competitive advantage.

Senior management

This year, as in previous years, training programmes continued to be a cornerstone of our leadership development strategy, emphasising advanced leadership skills, strategic foresight, and innovation. These initiatives ensure that our senior leaders remain well-equipped to navigate challenges and seize opportunities.

*GRI 404-2 Programs for upgrading employee skills and transition assistance programs

Elevating strategic and luxury market leadership

To deepen strategic capabilities, our leaders attended two prestigious programmes- the Strategic Marketing Leadership Programme at Stanford University and the Luxury Management Programme at ESSEC Business School.

The Strategic Marketing Programme was specially curated to provide insights for leading a more customer-focused and competitive organisation, while the ESSEC programme focused on luxury consumer behaviour, client relationship building, and premium brand strategy. Our leaders earned a professional certificate, enhancing their ability to deliver high-impact brand experiences and further strengthening their strategic influence in premium markets.

Targeted learning functional excellence

In addition to cadre-based training, we have focused function-based training programmes tailored to the specific skill requirements of different roles. These targeted initiatives enhance functional expertise, drive role effectiveness, and support continuous professional development across our Company.

Inspiring design leadership

The Design Inspiration Series is a curated platform that fuels creative excellence and leadership by connecting our teams with some of India's most influential designers and decorators. Through compelling, expert-led sessions, employees explore design language, philosophy and the art of brand-building. In FY 2024–25, five sessions engaged over 400 employees across our Company, received an impressive feedback score of 8.9/10. These interactions were yet another step towards design-led leadership. We continue to shape the future of our brand by inviting seasoned professionals with proven expertise.

X-Change: Enabling outside-in perspectives

We believe fostering an 'outside-in' perspective is key to driving innovation. Our **X-Change** programme enables employees to engage in cross-industry learning through collaborations with other leading companies. This year, partnerships with a prominent lifestyle brand and a major e-commerce platform provided valuable insights in digital marketing, retail training, luxury selling, and design.

F.I.R.E. – Field Readiness

At Asian Paints, our Field Readiness function is the bedrock of sales capability development across all our business verticals focused on strong on-ground execution, product knowledge and relationship-building. Rooted in the globally recognised 6D Learning methodology, our training initiatives are designed to meet the distinct needs of each vertical. In FY 2024 -25, we delivered tailored programmes, up-skilling 4,250+ participants and clocking 66,000+ training hours. These efforts nurtures a high-performance sales culture through continuous learning and preparedness.

4,250+
Participants upskilled during the year

Programme Samagra

Samagra, a flagship initiative under Field Readiness, is a comprehensive skilling programme designed for Project Sales Executives and Managers. It equips participants with in-depth knowledge of structural categories, repair solutions, and flooring products, enabling them to diagnose issues and propose tailored solutions. During the year, 185 high-impact executives underwent this rigorous training, progressing through a two-tier assessment to master specialised repair and flooring solutions.

Developing expertise through Jigyasa

Jigyasa, a continuous learning initiative designed for peer-led knowledge exchange, managers voluntarily conduct 60-minute sessions covering various topics around product information, application techniques, customer relationship management, industry insights, etc. In FY 2024-25, five insightful sessions have been held, attracting over 150 participants each and sparking engaging discussions through the *"Ask Me Anything"* initiative. By fostering collaboration and expertise, JIGYASA empowers teams with deeper industry knowledge, enhancing technical proficiency and strategic problem-solving.

SAMAGRA

SYNERGISING RELATIONSHIPS

EMPLOYEE WELL-BEING*

We are creating a workplace that champions employee engagement, well-being, and psychological safety. To enhance the employee experience, we conduct engagement surveys assessing workplace culture, leadership effectiveness and work-life balance.

Insights from these surveys shape initiatives that keep employees motivated and aligned with our organisational goals. Our well-being strategy extends beyond physical health, encompassing mental resilience, financial empowerment and holistic wellness through tailored, leadership-driven programmes.

Recognising that well-being influences both performance and quality of life, we integrate global expertise into our approach. With specialised training, interactive programmes, and leadership discussions, we cultivate a psychologically safe and engaged workforce, ensuring our wellness initiatives are impactful, accessible and deeply meaningful.

Mental resilience

Stress management resources, mindfulness training, and productivity sessions help employees navigate workplace challenges with confidence.

Financial empowerment

Financial literacy programmes, investment guidance, and retirement planning empower employees with tools for long-term security.

Physical health and vitality

Structured wellness initiatives focus on strength, flexibility, posture, sleep hygiene and nutrition for overall well-being.

Tarang - Factory day celebration at Kasna plant

Employee wellness initiatives

Global Step Challenge

We continued with our Company-wide Global Step Challenge, inspiring employees to stay active through progress tracking and live leaderboards. Tailored rewards boosted participation across diverse teams, ensuring motivation and healthy competition. By promoting movement and well-being, the initiative strengthened camaraderie and reinforced our focus towards a healthier, more connected workforce.

Fuel for peak performance

We conducted insightful sessions with renowned personalities focused on holistic well-being and nutrition. The discussions emphasised the importance of balance, blending fitness, resilience and mindfulness for overall health. The sessions also explored how proper nutrition supports sustained energy and peak performance leaving employees with practical tips to incorporate wellness into their daily routines.

*GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

AP Wellness Champions League

The AP Wellness Champions League blend fitness, nutrition and mental well-being into an engaging experience for employees. Participants assessed their health baselines across diet, mind and body through mobile App. Challenges like Eating Right, Moving Right and Breathing Right empowered individuals to build healthier habits through guided workouts, expert-led nutrition sessions, mindful practices and one-on-one consultations.

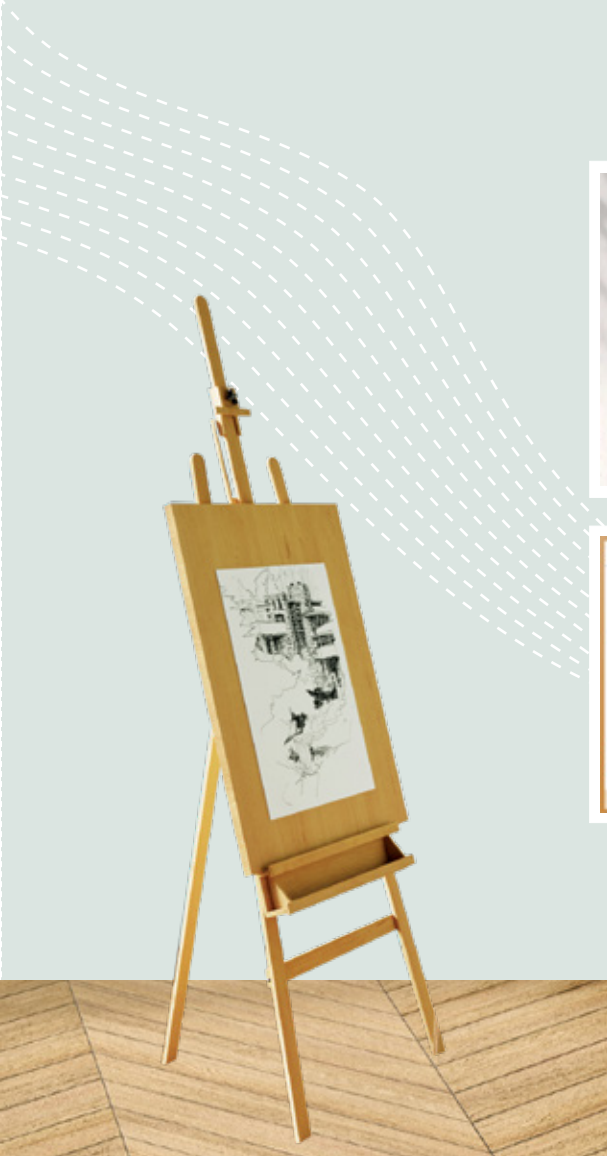
From BMI camps to live fitness and meditation webinars, the initiative fostered participation with a fun points-based system, rewarding meal tracking, activity uploads, quiz completions and peer motivation. Employees earned Individual Well-being Scores, shared achievements on community walls and celebrated progress together, creating a powerful sense of collective purpose.

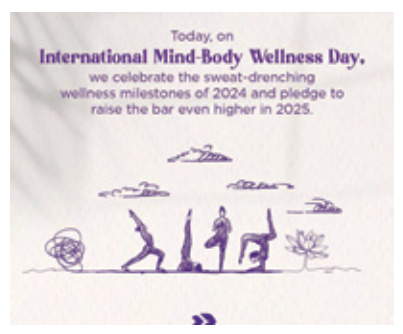
900+
Participants

Ensuring wellness for all

We extend our support to all to ensure inclusion, reduce stress-related absenteeism, improve productivity and build a more resilient and engaged workforce where every person feels valued, supported and equipped to thrive both professionally and personally. Our employee wellness programmes, featuring sessions like 'Enhance Your Communication', 'Road Safety' and 'Stress Management & Work-Life Balance', reached over 9,000+ individuals, including contract staff, trainees and outsourced teams.

9,000+
Individuals benefitted through our employee wellness programmes





DIVERSITY AND INCLUSION

At Asian Paints, Diversity and Inclusion are integral to our strategy and culture. We are dedicated to building a workplace where every individual feels respected, valued and empowered to contribute their unique perspectives.

We believe that diversity fuels innovation, drives creativity, and fosters well-rounded perspectives, enabling us to develop solutions that better serve our customers and create meaningful value for all stakeholders.

By embracing inclusion, we aim to cultivate an environment where differences are celebrated, collaboration thrives, and everyone has the opportunity to reach their full potential. At Asian Paints, we see diversity not just as a value but as a catalyst for growth, innovation, and long-term success.

Designed for inclusion

Our newly designed Head Office stands as a testament to this belief, thoughtfully crafted to be inclusive and accessible for all. From Braille signage and wheelchair-friendly zones to gender-neutral washrooms and low-height counters, every detail has been considered to ensure dignity and ease.

Asian Paints' IED Vision

Being a progressive, world-class organisation we have created a psychologically safe and inclusive environment which champions diversity in capability and thought leadership.

We offer

1. Inclusive policies and same-sex partner benefits
2. Active Pride ERG and ally network
3. Safe spaces and sensitised hiring panels
4. Mentorship programmes for LGBTQIA+ talent

At Asian Paints, we celebrate every shade of you.

Total employees per category by gender*

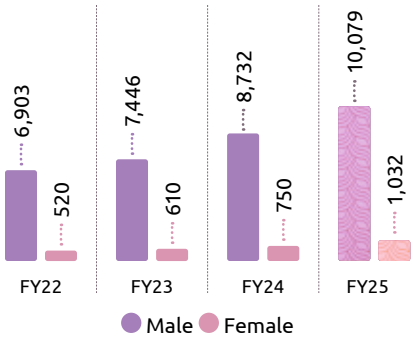
	Male	Female	Total
Senior Management	14	1	15
Middle Management	349	28	377
Junior Management	1,075	227	1,302
Staff	6,933	769	7,702
Workers	1,708	7	1715

Total employees per category by age and gender*(%)

	<=30 years	>30 to = 50 years	>50 years
Senior Management (Male: 93.3%; Female 6.7%)	-	46.7	53.3
Middle Management (Male: 92.6%; Female: 7.4%)	2.4	83.6	14.1
Junior Management (Male: 82.6%; Female: 17.4%)	33.6	63.7	2.8
Staff (Male: 90.0%; Female: 10.0%)	64.7	34.4	0.9
Workers (Male: 99.6%; Female: 0.4%)	11.7	71.9	16.4

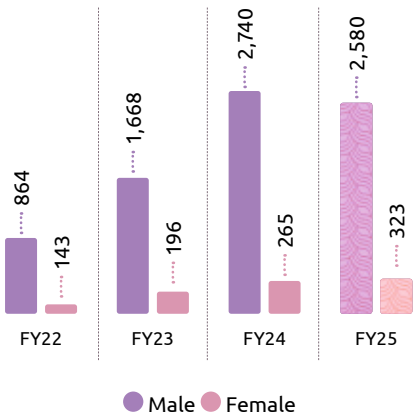
* GRI 405-1 Diversity of employees

Total employees by gender*



Includes one transgender

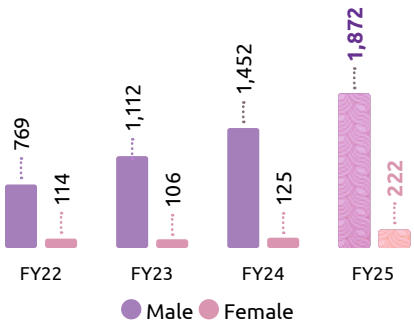
New hires by gender*



Includes 2 transgenders

New hire rate by gender for
FY 2024-25: Male: 26.5%; Female: 32.9%

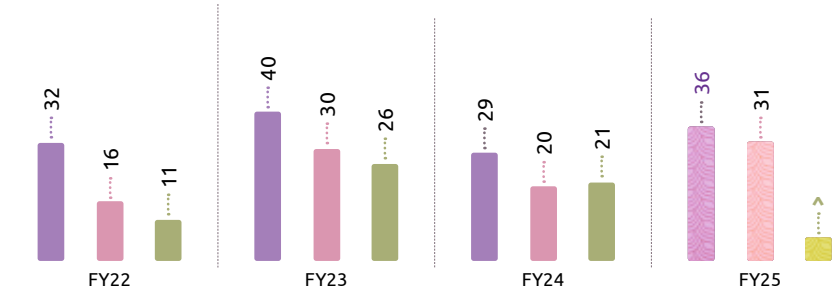
Employee attrition by gender*



Includes 2 transgenders

Attrition rate by gender for
FY 2024-25: Male – 19.2%; Female – 22.6%

Women employees who availed maternity leave and resumed work#



- Women who availed maternity leave
- Women who returned to work till 31st March, after maternity leave ended
- Women who returned to work after maternity leave ended and who were still employed 12 months after their return

Notes:

1. All employees are entitled to avail parental leave.
2. During the year, 36 female employees took maternity leave, of which 31 returned to work till 31st March, 2025 after their leave ended.
3. ^Of these, the number of male and female employees who would still be employed with our Company, 12 months after their return, would be assessed in the year 2025-26.
4. During the year 2024-25, 560 male employees took paternity leave out of which as of 31st March, 2025, 539 male employees are still employed with the organisation.
5. The return to work rate for both male and female employees is 100% during the year 2024-25.
6. The retention rate for male employees is 87.2% and female employees is 87.5% during the year 2024-25.
7. 389 male employees returned to work in the reporting period after their leave ended and who were still employed 12 months after their return.

Wall of Acceptance at Sriperumbudur Plant

At our Sriperumbudur plant, over 100 employees joined hands with the Aravani Art Project and the transgender community to co-create the Pride Mural—'Anaivarukkum Samathuvam: Equality for All.' More than just art, this initiative symbolised unity, self-expression, and a powerful pledge to embrace and celebrate diversity in all its forms.

SYNERGISING RELATIONSHIPS

Fostering inclusion

This year, we deepened our commitment to Inclusion, Equity and Diversity (IED) by enhancing employee awareness and improving our inclusive culture. Managers and executives across various departments participated in experiential and module-based sensitisation sessions. We also championed inclusive marketing through our partnership with Elle Décor. Furthering our artistic impact, we collaborated with St+art India and the Australian High Commission, uniting indigenous artists to create a vibrant mural at Sassoon Dock.

Specific sensitisation initiatives launched in FY 2024-25

Launch of IED games

We introduced 'Swipe for Inclusion', an interactive game that makes learning about Inclusion, Equity, and Diversity engaging and fun. Accessible on laptops and mobiles, it ensures Company-wide participation.

Celebrating Pride Month

During the year, we celebrated Pride Month with vibrant initiatives, including the Pride Mural, Pride ERG launch and events across locations, sensitising over 700 employees organisation-wide.

IED awareness and sensitisation

More than 4,500 employees have engaged in online modules, interactive sessions and experiential simulations, fostering awareness, empathy, and a deeper commitment to IED.

Disability awareness month

During the year, we conducted experiential empathy-building games and interactive mailers aimed towards sensitisation of different disabilities, featuring inspiring stories of notable achievers who have overcome these challenges.

Inclusion stories

Building on last year's Inclusion series, we made it more interactive, encouraging employees to share personal and workplace inclusion experiences, creating deeper engagement and meaningful conversations.

Art That Reclaims, Voices That Rise

Our cover page tells the story of the Aravani Art Project—a trans and cis women-led collective using public art to reclaim spaces and amplify LGBTQIA+ voices. Through bold, expressive murals, they create visibility and foster empowerment, safety and belonging for the transgender community. These artworks stand as vibrant testaments to inclusion, dignity and the power of shared expression.

CASE STUDY

RISE WITH PRIDE

Asian Paints embraces diversity by developing talent through its Transgender Internship Programme. This year, two batches joined across Sales & Marketing, Supply Chain, and HR, supported by a structured induction. Teams underwent sensitisation by an external expert, while Pride ERG members served as buddies, ensuring an inclusive and enriching experience. During the year, 9 individuals from transgender community had joined our workforce, sourced through our community networks and partnership with NGOs, educational institutes and organisations that work in the space of LGBTQ+ inclusions.

CASE STUDY

CHAMPIONING INCLUSION

During the Pride Month, we launched Pride ERG, an Employee Resource Group for the LGBTQ+ community and allies, fostering inclusion and advocacy. With 120+ allies onboard, this vibrant forum empowers employees to drive meaningful change. Sponsored by our leader from Research & Technology function, Pride ERG is a step towards a more inclusive workplace.

asianpaints

HUMAN RIGHTS*

At Asian Paints, we encourage open dialogue across all levels, allowing employees to voice concerns through reporting managers, senior leadership, or the Human Resource function. Our open-door policy guarantees direct access to Senior Management, creating a culture of trust and accountability.

To uphold ethical standards, our Code of Conduct (CoC) for employees and business partners prohibits forced labour, child labour and discrimination, aligning with global human rights principles. All the human rights requirements are part of business agreements, purchase orders and contract with suppliers. Employees receive regular training to reinforce these values, and our stance on human rights is publicly accessible at our website. Additionally, our Whistleblower Policy enables employees to report misconduct anonymously, including concerns related to human rights.

Our robust grievance mechanisms are designed in collaboration with stakeholders through surveys, interviews, and focus groups, ensuring they address specific concerns effectively. Training sessions familiarise them with the process, their rights, and responsibilities, reinforcing engagement and accountability. We uphold the principle of natural justice, ensuring complainants' confidentiality and protection from retaliation.

Senior members trained in ethical grievance handling oversee these cases with sensitivity and discretion. Our commitment extends to safeguarding against forced or compulsory labour, with a strict minimum age criterion of 18 years for employment across all operations.

CASE STUDY

SPEAK-UP CULTURE

At Asian Paints, we champion a speak-up culture where every employee feels empowered to voice concerns without fear of retaliation. Open communication plays a vital role in identifying and addressing ethical or regulatory breaches early. Whether it is a suspected violation of laws, our Code of Ethics or general business conduct, employees are encouraged to consult their leaders or reach out confidentially through the Asian Paints Whistle-Blower Hotline for guidance or to report concerns.

COLLECTIVE BARGAINING#

We uphold our employees' rights to association and civic engagement within legal frameworks, ensuring open dialogue and transparent communication. Our trade unions across manufacturing plants play a vital role in collective bargaining, ensuring industrial harmony and operational continuity.

We engage with employee unions every three years or as per the settlement period, negotiating productivity-linked wage agreements that balance financial sustainability with workforce well-being. A structured process ensures discussions are held in advance, enabling management and union representatives to align on financial considerations, operational flexibility, and manufacturing excellence.

A minimum 21-day notice is provided for any changes affecting unionised employees' conditions or rights. By maintaining a collaborative and structured approach, we strengthen worker involvement, develop mutual trust, and drive sustainable growth. Our framework ensures a fair and transparent agreement, reinforcing our commitment to employee welfare and long-term organisational success.

Transforming lives through Labour Welfare Fund (LWF)

We place equal emphasis on the well-being of our permanent workforce, as well as our contractual and temporary team members. We ensure access to government welfare schemes that improve the quality of life of our temporary workers. In line with our efforts to create a more inclusive work environment, we have actively facilitated benefits under the Haryana Government's Labour Welfare Fund (LWF), driving financial security and social upliftment.

Creating impact through welfare initiatives

The LWF provides 29 schemes covering education, healthcare, maternity, travel and financial aid for life events. This year, 160 contract workers received benefits worth around ₹ 12 Lakhs. Through awareness drives and contractor collaboration, we ensure broad outreach, reinforcing our commitment to a secure and empowered workforce.

*GRI 2-23 Policy commitments
*GRI 408-1 Operations and suppliers at significant risk for incidents of child labor
#GRI 2-30 Collective bargaining agreements
#GRI 402-1 Minimum notice periods regarding operational changes
*GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor
#GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

SAFE WORKPLACE

Safety at every step

Management approach*

At Asian Paints, we aspire to set a global benchmark in safety within the coatings industry. Our Occupational Health and Safety (OHS) systems are rooted in rigorous protocols, supported by structured training and awareness programmes. With a focus on prevention, intervention, and collaboration, we continue to nurture a culture of accountability and care across our operations.

Taking a forward-looking approach, we are investing in smart technologies and safer process designs to reduce manual interactions and eliminate avoidable risk. Our long-term safety roadmap also focuses on innovation, automation, and proactive monitoring to ensure workplace safety evolves alongside our growth.

All Asian Paints' plants are ISO 45001 certified with our 8 decorative paint manufacturing plants being British Safety Council (BSC) five-star certified.

	Target 2025	Performance 2024-25	Status
Total Recordable Frequency Rate (TRFR)	<=0.98	1.0	

	Target 2025	Performance 2024-25	Status
Total Severity Rate (TSR)	<=150	40.7	

	Target 2025	Performance 2024-25	Status
Tier-1 process safety incidents	<=3	3	

We have deployed safety mechanisms and rolled out safety-oriented projects across our operations to create a safer working environment.

Achieved Unfulfilled

Policies

Health and Safety Policy

Click here to know more

*GRI 403-1 Occupational health and safety management system

SAFETY AT EVERY STEP

From design to execution, we embed safety into every aspect of our operations. All our paint and intermediate manufacturing lines are governed by fully automated Distributed Control Systems (DCS) that ensure operational precision and minimise human intervention.

HAZOP studies

Safety begins at the blueprint stage. Our processes undergo Hazard and Operability (HAZOP) studies, ensuring each system includes appropriate safety instrumentation. Key parameters such as temperature, pressure, and material level are closely monitored with alarms, interlocks and automated trip mechanisms to respond to any deviations in real time.

Smart automation

- Solvent and monomer tanks are fitted with dual-level control systems to prevent overfilling and reduce spillage risks
- Pneumatic conveying systems are used for bulk solid raw material transfers, replacing manual handling
- Robotic palletisers and automated packaging lines streamline final operations, enhancing both efficiency and safety

This integration of advanced process automation not only improves throughput but also significantly reduces on-site hazards.

Putting our employees first^*

Health and safety remain central to our ethos. We are committed to safeguarding every individual, employees, contractors, and visitors through robust and evolving safety systems.

During the year, we introduced a 360-degree guarding mechanism to shield against risks from moving machinery, alongside periodic man-vehicle interaction risk assessments in high-traffic plant areas.

We have developed robust guidelines for monitoring Total Recordable Incident Frequency Rate (TRFR) and Total Severity Rate (TSR), ensuring continual improvement in safety performance. Aligned with the British Safety Council's Five-Star framework, our safety standard spans 63 critical parameters, including contractor management, LOTOTO (Lockout, Tagout, Tryout), lifting operations, hazardous substances, fire protection and more.

Our digital platforms support real-time incident logging and inspections. Incident investigations are followed by corrective and preventive actions (CAPA). Additionally, project and contractor safety is reinforced through stringent pre-qualification checks, mandatory safety training, and adherence to our Construction Safety Manual.

CASE STUDY

VISUAL SAFETY TRAINING TO ENHANCE RETENTION THROUGH EXPERIENCE

Theory-led safety training has often fell short in engagement and recall. Feedback revealed limited visualisation of safety protocols and poor retention. Evaluations conducted with contractor training passport system (CTPS) trainers further reinforced the need for a more immersive approach.

In response, we transformed our CTPS audio-visual training modules into an experiential format, introducing real-world learning zones and interactive displays within our Safety Knowledge Centre. The highlight was our 'Walk the Park' concept: a hands-on, visual learning journey designed to encourage subconscious retention of safety norms.

This shift to experiential learning significantly improved participant engagement, understanding and application of safety protocols, resulting in measurable reductions in safety incidents.

^GRI 403-2 Hazard identification, risk assessment, and incident investigation

*GRI 403-3 Occupational health service

Safety monitoring mechanism*

We have implemented a comprehensive monitoring framework to ensure the highest standards of occupational health and safety across all operations. Every three years, certified industrial hygienists conduct in-depth assessments to identify workplace health risks. All employees and contract staff undergo regular medical surveillance, including pre-employment and periodic health check-ups.

Air quality is vigilantly monitored—volatile organic compounds (VOCs) are assessed weekly, and respirable suspended particulate matter (RSPM) fortnightly—via NABL-accredited labs. Ventilation and ergonomic audits are conducted routinely by qualified experts, while workplace parameters such as noise, VOC exposure, and dust levels are tracked using advanced instrumentation. Our robust safety ecosystem is reinforced by routine internal and external audits, Safe and Unsafe Act conversations and Hazard Accident & Risk Perception (HARP) evaluations. SUSA conversations further elevate awareness and accountability. Additionally, raw materials are rigorously screened and classified using International Agency for Research of Cancer (IARC) and Globally Harmonised System for classification of chemicals (GHS) norms to assess and mitigate toxicity risks.

CASE STUDY

SPECIAL 27: REDEFINING EMERGENCY RESPONSE

At our Mysuru plant, we took a bold step to elevate emergency preparedness with the formation of Special 27—an elite team of 27 cross-functional executives selected across departments and shifts.

In partnership with LCS India, team members underwent two intensive nine-day training sessions covering 13 advanced emergency response techniques, including tunnel rescue, fire suppression, chemical handling, and confined space entry. The programme combined simulation drills with scenario-based training, reinforcing decision-making under pressure.

The outcome was showcased in a full-scale emergency mock drill attended by 40+ external officials, where Special 27's performance drew wide acclaim. Now embedded into the plant's emergency response system, the team stands as a symbol of agility, teamwork, and preparedness.

Beyond being a safety initiative, Special 27 is a culture shift - one that reflects our organisation's deep-rooted focus on protecting lives, fostering rapid response capabilities, and setting new standards in industrial safety.

*GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

CASE STUDY

ERGONOMIC INNOVATION AT THE PUTTY BLOCK

At our newly-commissioned Putty block, repeated manual loading of heavy bags presented a high risk of musculoskeletal injury. A cross-functional team brainstormed a practical solution - deploying a telescopic conveyor system through frugal innovation.

This extendable conveyor reaches deep into the truck bay, drastically reducing the need for manual lifting. The solution included safety enhancements such as emergency stops and proximity sensors. Challenges, including forklift integration and secure electrical connections, were swiftly resolved.

The outcome: safer, faster loading with significantly reduced worker fatigue and injury risk, and a marked improvement in operational productivity.

Strengthening warehouse safety

Warehouse operations are governed by strict adherence to safety protocols and statutory compliance. We maintain high standards in fire and electrical safety, man-machine interaction, material handling and visual management.

Warehouses undergo regular audits, with corrective actions implemented in response to electrical safety observations. A standardised amenities manual ensures uniform facilities across locations. We have also integrated forward-looking technologies like fork-mounted cameras on reach trucks, enhancing visibility and reducing accident risk.

Storage rack integrity is periodically assessed, supported by third-party inspections. To enhance emergency response readiness, we have partnered with hospitals near our warehouses through an external agency network.

Building a culture of safety

Safety, at Asian Paints, is a mindset ingrained across our organisation and extended to our employees' families. Awareness and ownership are critical to prevention, and we invest in making safety a shared responsibility.

Our multi-channel approach includes internal and external training, e-learning modules, toolbox talks, and gamified content. Engaging formats—presentations, posters, newsletters, and mobile safety messages—ensure high visibility and continuous learning.

Recognising the influence of family in reinforcing safe behaviours, we extend our communication to the home via booklets, safety calendars, and informative magazines. Events like Annual Plant Day bring families into the fold through interactive safety quizzes and exhibitions.

We also promote healthy competition through the Safety Rolling Trophy and celebrate national observances such as Safety Week, Process Safety Week, Road Safety Week, and Fire Prevention Week with wide participation.

Through these sustained efforts, we are not only upholding safety standards but also nurturing a culture where safety is second nature—inside and outside the workplace.

We are the first Company to achieve generative stage in coating industry globally.

SYNERGISING RELATIONSHIPS

Sustained road safety programme

This programme featured over 10 educational safety videos, 40+ infographic GIFs, and 3 interactive quizzes.

Enhanced high-risk contractor safety

Over 400 activities, SOPs, work instructions, permits and LOTO requirements were revisited to ensure clear communication and compliance among contractor supervisors and workers, resulting in a noticeable reduction in incidents.

Reverification exercise

More than 2,000 closed horizontally deployed CAPAs across all plants related to internal injuries, such as first aid, external referrals and lost time injuries were thoroughly reviewed.

INITIATIVES UNDERTAKEN TOWARDS IMPROVING SAFETY

Correcting unsafe condition

Identified and resolved over 3,250 unsafe conditions related to slips/trips/falls, chemical handling and manual material handling to prevent potential incidents.

Celebrating injury-free day

Achieved over 100 injury-free days across 8 Paint Plants, Bath & Kitchen plants and depots & distribution centre.

Quarterly theme-based initiatives

Focused initiatives addressed key injury categories including slips, trips & falls (Chalo Sambhal Ke), chemical exposure (Chemical Ko Jaano) and ergonomics, with each plant championing a specific theme quarterly.

Process Safety Management (PSM)

We continue to elevate our PSM systems through a technology-forward, multi-layered strategy. Our digital PSM IoT interface, implemented across seven plants, supports early risk detection and mitigation.

In collaboration with the British Safety Council and Centre for Chemical Process Safety (CCPS), we trained and certified 75 PSM trainers. A gamified Bowtie risk profiling module has been introduced to reinforce process safety learning. Key safety investments during the year included overfill protection systems, breakaway couplings, inhibitor dosing mechanisms to control runaway polymerisation, and real-time earthing checks using CEMS technology.

We have completed 362 Bow-Tie risk profiles and 879 Human Reliability Analyses (HRAs), while visual SOPs were created for high-risk operations identified through Bowtie analysis. These initiatives are helping embed a resilient and proactive safety culture across our sites.

CASE STUDY

ADVANCING PSM THROUGH COMPETENCY TRAINING

PSM hinges on a competent, well-trained workforce. In August 2024, we conducted Batch 4 of the PSM Training of Trainers (ToT) programme in Vizag, led by Ian Travers, a global PSM expert. Thirty-one participants were certified across six key PSM elements. With 73 certified trainers now active across sites, we have significantly enhanced our ability to embed best-in-class safety practices across all levels of our operations.

Suraksha Doots: Driving a safer culture

BBS assessments revealed a delay in addressing unresolved unsafe conditions, leading to employee disengagement. With increasing open cases on i-Safe and a decline in proactive reporting, a new model of intervention was introduced—Suraksha Doots (Safety Angels).

A dedicated five-member team comprising a rigger, fitter, welder and two helpers was appointed. Donning branded uniforms and coordinated via WhatsApp, this team worked proactively with PED support to resolve issues, deliver Toolbox Talks post-closure, and boost employee confidence.

Results:

- Over 90% of flagged conditions were closed
- Improved employee morale
- Reduced LTI (Lost Time Injury) risk
- Enhanced visibility and trust in safety governance

Plans are underway to enable real-time tracking and digital closure of these issues via the i-Safe platform, amplifying the programme's long-term impact.

CASE STUDY

SAFETY INITIATIVES AT OUR VIZAG PLANT

Preventing heat exchanger choking

The MA-20% heat exchanger frequently experienced choking due to the chilling water supply entering the heat exchanger inlet during the recirculation sequence triggered by other tanks. To address this, an additional actuator valve was installed in the chilling water inlet line. Since the implementation, there have been no instances of choking, ensuring the heat exchanger remains fully functional and effectively preventing temperature rise in the monomer storage tank and subsequent runaway polymerisation. This improvement ensures process safety by preventing chilling water from entering the heat exchanger unless necessary, significantly enhancing operational efficiency.

Improved safety through automation

Previously, raw materials (RM) were manually added to PET, TSD and mixers in PEL, resulting in prolonged exposure to hazardous powders and monomers. To mitigate these risks, a liquid transfer system (AODD pump and suction hose) was implemented for the transfer of monomers and water. Additionally, a powder transfer system using vacuum technology was introduced for the safe transfer of powders to TSD and mixers. These solutions have eliminated manual handling of raw materials across floors, significantly reducing ergonomic risks and exposure to hazardous substances, thus enhancing workplace safety and efficiency.

Enhanced process safety with RPM sensors

To address the risk of runaway reactions caused by shaft decoupling or improper agitation in reactors, an RPM sensor system was implemented in all reactors within the Polymer Block. This system is interlocked with the process sequence, ensuring continuous monitoring of agitation. By identifying potential issues before they escalate, the system proactively holds the process sequence, preventing improper agitation and ultimately safeguarding against runaway reactions. This implementation significantly enhances process safety, ensuring stable reactor operation and reducing the risk of hazardous situations.

CASE STUDY

ERGONOMIC ASSESSMENT AT SRIPERUMBUDUR PLANT

At the Sriperumbudur Plant, manual handling activities posed ergonomic risks, which were traditionally assessed by external experts. To address this, we deployed ErgoPlus software, providing a user-friendly solution for internal assessments. Ergo Champs from various departments were trained to identify and implement ergonomic controls. The initiative resulted in a 75% reduction in risk scores, improving safety and the recognition of ergonomic hazards.

STP floating sludge movement in sludge bed

Previously, sludge generated in the STP was manually collected in 25-litre pails and lifted by hand to the sludge bed. However, a new pipeline system has now been implemented, connecting the STP sludge collection area directly to the sludge bed. This allows the contractor to pour the collected sludge into the pipeline, which transports it directly to the sludge bed. As a result, manual handling of sludge has been reduced, the need for carrying loads upstairs has been eliminated and the exposure to slip and trip hazards on steps has significantly decreased.

Keeping track of safety

Metric	FY 2024-25	FY 2023-24
Recordable Work Injury	47	63
Fatalities	0	3
LTI	26	30
LTIFR	0.32	0.40
Severity Rate	23.46	252.60
Frequency Severity Index	0.0027	0.0101
Manhours Worked	82,534,953	74,985,112

LTI: Lost Time Injury (Based on Incidents) | LTIFR: Lost Time Injury Frequency Rate (Based on Incidents)

Recordable work-related ill health is NIL for the year aforesaid^. We are taking various preventive and mitigation measures to reduce occupational health and safety impacts such as quantitative risk assessment for manufacturing operations#.

1) The details of safety-related incidents include all the locations.
2) The lost time injury details for manufacturing locations and R&T Centre, is as per the criteria defined in Factories Act, 1948. For non-manufacturing locations, where Factories Act, 1948 is not applicable, man days lost >= 2 has been considered.
3) The fatalities pertain to road accidents during on duty travel.
4) Recordable work-related injuries, LTI and LTIFR have been calculated based on the count of incidents as per Company's safety policy and recognised guidelines. If injuries had been considered instead of incident, the total recordable work-related injuries would be 50, the LTI would be 27 and the LTIFR would be 0.33.

PROACTIVE ENGAGEMENT AND RESPONSE TOWARDS STAKEHOLDERS

Value chain partners

At Asian Paints, we are guided by the principles of integrity, fairness, and transparency in all our operations. We hold ourselves, and those we work with, to the highest standards of ethical conduct. Recognising the critical role our business partners play in delivering value to our customers and communities, we actively foster a culture of responsible business practices throughout our value chain.

To embed this ethos, we have institutionalised a dedicated Business Partner Code of Conduct. This framework clearly outlines our expectations across several key dimensions, including ethical governance, respect for human rights, fair labour conditions, workplace safety, and environmental stewardship. By cascading these principles across our network, we aim to build a resilient, responsible, and future-ready ecosystem that upholds our values at every level of collaboration.

Read more about supplier initiatives on page →Pg- 171

Government and regulatory bodies

We maintain strong and constructive engagement with government authorities, regulatory bodies, and industry associations, acting as a responsible voice of the sector. Our approach is rooted in proactive participation - from contributing to policy consultations and legislative dialogues to supporting on-ground implementation frameworks.

By aligning with both national imperatives and global commitments, we strive to support the creation of effective, balanced regulations that advance public interest while enabling sustainable industrial growth. Our involvement spans across environmental compliance, health and safety, manufacturing standards, trade policies, and emerging regulations related to ESG disclosures. Through informed dialogue and advocacy, we continue to shape the evolving policy landscape and act as a bridge between stakeholders and state priorities.

Read about key engaging issues with the government during the year on →Pg- 72

#GRI 403-9 Work-related injuries | ^GRI 403-10 Work-related ill health

GOVERNANCE

Our governance philosophy reflects a proactive, future-focused approach rooted in ethical conduct and transparency. At Asian Paints, we view governance not merely as a regulatory requirement, but as an essential enabler of sustained leadership and trust. We remain fully compliant with all applicable laws and consistently aim to exceed traditional benchmarks, ensuring we are counted among India's most well-governed companies.

FY 2024-25 HIGHLIGHTS

5 out of 6
Committees chaired by Independent Director

50%
Independent Directors as on 31st March, 2025

40%
Time spent by the Board of Directors on matters of strategic importance

100%
New suppliers screened based on our Environmental and Social criteria@

@GRI 308-1 New suppliers that were screened using environmental criteria | @GRI 414-1 New suppliers that were screened using social criteria

KEY MATERIAL TOPICS

- Business Ethics and Corporate Governance
- Organisation Resilience
- Policy Advocacy
- Anti-competitive Behaviour
- Anti-corruption and Anti-bribery
- Responsible Supply Chain
- Financial Performance

ESG STRATEGY

148 World-class governance

156 Ethics, transparency, quality and accountability

171 Sustainable supply chain management

STAKEHOLDERS IMPACTED

- Customers
- Employees
- Investors
- Communities
- Influencers
- Vendors
- Government and regulatory bodies

UN SDGs IMPACTED

CODE OF CONDUCT

A vital pillar of our corporate governance framework, the Code of Conduct provides clear ethical guidance to all our stakeholders. It equips them to navigate complex decisions with integrity and fairness, covering areas such as equality, conflict of interest, gifts, fraud, confidentiality, fostering competition, anti-corruption and responsible conduct.

More than a compliance document, the Code of Conduct fosters a culture of accountability and principled decision-making. It sets expectations for stakeholder behaviour which is reinforced through regular training, workshops, and real-life scenario-based learning that helps embed ethical thinking into day-to-day operations.

100%

of Directors and Senior Management affirmed compliance with the Code of Conduct

78%

of our active employees completed the Code of Conduct training in FY 2024–25

WORLD-CLASS GOVERNANCE

Governance structure | Board effectiveness | Group governance

Management approach

Governance at Asian Paints is a reflection of our value system encompassing our culture, policies, and relationships with our stakeholders. We are committed to sustainable development delivered with transparency, responsibility, and integrity. Our approach goes well beyond statutory obligations and is guided by clearly defined policies, the Code of Conduct, charters of Board Committees, disclosure frameworks, and structured reporting protocols. Our corporate governance is upheld through robust and sound Board governance processes, internal control systems and stringent audit mechanisms, which are subject to periodic review by the Board of Directors and its Committees.

Target 2025

Committed to achieving best-in-class governance as rated by third-party governance firm.

Achieved Unfulfilled

ESG Scores - Leading governance rating agencies

S&P Global Sustainability Yearbook 2025

2

We continued to rank #2 in India and are part of the top 30 companies globally under the Chemical industry

CDP Water and Climate Change Score

A-

Score in water management

B

Score in climate change

ISS Scorecard

1

We continued to maintain 'Leadership' score (1) in the Institutional Shareholder Services (ISS) Scorecard

MSCI ESG Ratings

AA

We have sustained 'AA ESG rating (Leader)' for four consecutive years.

Recognitions

IiAS award

Awarded as NEXT LEADER on Indian Corporate Governance Scorecard 2024 assessment by IiAS

GOVERNANCE STRUCTURE^

The efficacy of our decision-making process is underpinned by our governance structure, designed to ensure strategic alignment and the consideration of all stakeholder interests.

Sustainability and resilience

Shareholders

Board of Directors@

Our experienced and diverse Directors provide astute oversight, rigorous counsel and an independent examination in integrated thinking. The Board establishes and steers strategic direction, oversees and monitors performance, manages risk, and ensures accountability and compliance with policies.

Read more about our Board of Directors on →Pg- 237

Auditors

Comprises Statutory Auditors, Secretarial Auditors, Cost Auditors and Internal Auditors. Our Company also engages with external agencies to carry out due diligence and review on an assignment basis.

Read more about our Auditors on →Pg- 204

Board Committees

Our six Board Committees play a significant role in the governance structure. These Committees oversee specialised areas of operations and provide recommendations based on expertise. Committee Chairpersons relays relevant matters to the other Board Committees as required and provides updates on Committee activities to the Board at its meeting.

Read more about our Board Committees on →Pg- 247

- Audit Committee (AC)
- Nomination and Remuneration Committee (NRC)
- Corporate Social Responsibility Committee (CSRC)
- Risk Management Committee (RMC)
- Stakeholders Relationship Committee (SRC)
- Investment Committee (IC)

Management

One Link

The One Link comprises of the General Managers, Associate Vice Presidents, Vice Presidents, Senior Vice Presidents, Presidents and the Managing Director & CEO. The Managing Director & CEO leads One Link spearheads transformation initiatives that ignite change.

Employees

Responsible for working to deliver on our Purpose, whilst adhering to the standards of behaviour set out in our values and CoC.

Collaboration with stakeholders

Empowerment

Accountability

Ethics & Transparency

Systems and processes

@GRI 2-13 Delegation of responsibility for managing impacts | ^GRI 2-9 Governance structure and composition

BOARD EFFECTIVENESS*

We believe a diverse and engaged Board is essential to long-term success. Our Board brings together a optimum mix of Executive, Non-Executive, and Independent Directors, with rich diversity in thought, expertise, gender, and experience. This ensures well-rounded deliberation and high-quality decision-making.

Read more about our Board of Directors on →Pg- 237

Familiarisation programme

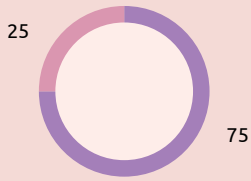
We have instituted a robust familiarisation programme for our Independent Directors and other Non-Executive Directors. The programmes, conducted at the time of induction and on a continuous basis, *inter alia*, aim to provide an understanding of the business and its operations, business strategies, management structure, risk management framework, and the regulatory environment.

Click here to learn more

Board demographics#

Diversity^

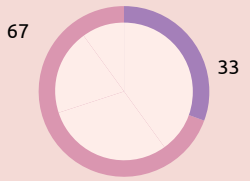
(%)



Male Female

Experience

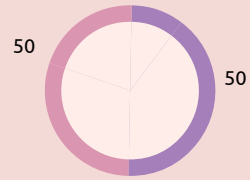
(%)



21-30 years >30 years

Independence

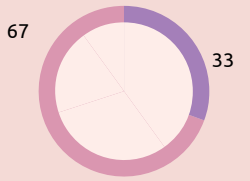
(%)



Independent Directors Non-Independent Director

Age profile

(%)



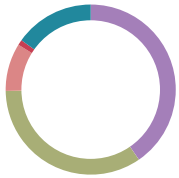
30-50 years >50 years

Average age of Board of Directors

57 years

Insights into Board discussions

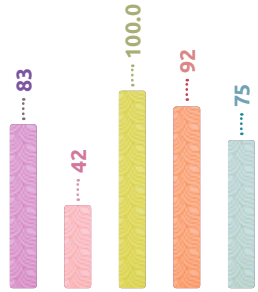
(%)



Strategy	40
Financial and business performance review	34
Governance and risk management	9
Operational and functional	2
People and organisational	15

Expertise of our Board members

(%)



- Sales and marketing
- International business
- General management and leadership
- Financial and risk management
- Technical, professional and knowledge including legal, governance and regulatory aspects

119 hours
invested by the Board and Committees in formal deliberations

#As of 31st March, 2025 | ^GRI 405-1 Diversity of governance bodies

Band-wise tenure of Board of Directors

Band-wise Tenure	No. of Directors	(%) of Directors
Up to 5 years	7	58
5 years 10 years	3	25
>10 years	2	17
Total	12	100

5 years@
Average tenure of our Board members

95%
Average attendance of Board of Directors

Our Company is led by an Independent Non-Executive Chairman$

Board committee membership and attendance

Name of Committees	Total Members	Independent Directors	Women Directors	Attendance at the Meetings
Audit Committee	3	3	1	96
Nomination and Remuneration Committee	3	2	0	100
Stakeholders Relationship Committee	3	1	1	100
Risk Management Committee	5	2	2	100
Corporate Social Responsibility Committee	4	1	1	100
Investment Committee	6	2	1	94
Independent Directors Committee	6	6	1	93

Role of Independent Directors

Independent Directors of the Company being charged with the responsibility of safeguarding stakeholder interest bring impartial judgement in the Board discussions on strategy, performance, risk, allocation of resources, appointments to the Board and Management, and conduct of the business. They objectively evaluate performance of the Board and management against agreed goals, ensure financial integrity and effective risk management controls. Thereby they protect all the stakeholders' interests, especially minority shareholders and balance conflict of interest amongst the stakeholders with equity.

Board evaluation^

The Nomination and Remuneration Committee has developed a structured assessment process for Board evaluation. This process has been designed to measure the effectiveness of the Board by evaluating the functioning of the Board, its Committees, and individual Directors annually. We believe that the collective effectiveness of the Board significantly impacts our performance.

Therefore, the Board performance is closely assessed based on the roles and responsibilities outlined in the statute and our Company's policy.

Once in every three years, an externally facilitated independent evaluation is carried out under the guidance of the Nomination and Remuneration Committee.

The Board evaluation process provides an opportunity to identify greater efficiencies, maximise strengths, and highlight areas of further development to enable the Board to continually improve its performance and effectiveness.

@GRI 2-9 Governance structure and composition | $GRI 2-11 Chair of the highest governance body
^GRI 2-18 Evaluation of the performance of the highest governance body

Beyond silos to synergy: The cross-functional Board advantage

Name of Committees	Shared members with other Committees	Name of the overlapping Committees
Audit Committee (AC)	✔	NRC, RMC & IC
Nomination and Remuneration Committee (NRC)	✔	AC & IC
Corporate Social Responsibility Committee (CSR)	✔	SRC & IC
Risk Management Committee (RMC)	✔	AC & SRC
Stakeholders Relationship Committee (SRC)	✔	CSR & RMC
Investment Committee (IC)	✔	AC, NRC, CSR & RMC

Double thrust in Community Well-being

SRC CSR

Shared members between SRC and CSR ensure that the community well-being initiatives are in line with our Company's ESG goals and UN SDGs adopted by our Company as part of its CSR policy.

Additional oversight in area of risk

AC RMC

Shared members between RMC and AC ensure that AC has additional oversight of financial risk and controls. This ensures efficient communication, coordination for risk management, leading to streamlined processes and enhanced organisational performance.

Double focus on materiality in ESG

SRC RMC

Shared members between RMC and SRC ensure that our ESG issues are addressed with a focus on both internal risk management and external stakeholder relationships in an integrated manner.

POLICIES AND POSITION STATEMENTS

Our governance policies and codes in alignment with our Company's culture and value system, fortifies our ESG commitment. The Company's policies and position statements define the governance framework, provide guiding principles, and ensure transparency and accountability through disclosures.

CODE OF CONDUCT FOR ENGAGEMENT WITH STAKEHOLDERS

The Code of Conduct for employees, Board & Senior Management and business partners serves as a guiding framework, ensuring adherence to legal, regulatory, and internal standards. It promotes ethical decision-making, clarifies expected stakeholder behaviour, and supports responsible business practices, with disciplinary procedures to uphold integrity and accountability.

The implementation of these codes involves clear communication and regular sensitisation of all the stakeholders.

Employees

Click here to learn more

Business Partners

Click here to learn more

Senior Management Personnel and Board ●

Click here to learn more

● Revised in FY 2024-25

Guiding principles for Code of Conduct

- Honest, fair and ethical - Our relationship with fair, positive and productive, based on mutual trust/respect
- Equality/Non-discrimination - No discrimination on grounds of race/caste/religion/colour/ ancestry/martial status/sexual orientation/gender/age/ nationality/ethnic orientation/ disability
- Respect for human rights, dignity and privacy
- Not to engage in activities to secure undue advantage
- Zero tolerance to bribery to public servant/business partners
- Zero tolerance to corruption
- Provide safe and healthy environment in all our facilities
- Use sustainable development principles
- Not aligned to any political party

Codes & Policies for strengthening governance structure

- Nomination and Remuneration Policy ●
- Board Diversity Policy
- Whistle-Blower Policy
- Code of Conduct to Regulate, Monitor and Report trading by Designated Persons ●
- Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information
- Risk Management Policy
- Policy for determination of Materiality of Events/Information ●
- Policy for determining Material Subsidiaries ●
- Policy on Archival of Information disclosed on the website of our Company
- Policy on engagement of Auditors ●
- Advocacy Policy
- Fair Competition Policy
- Corporate Social Responsibility Policy
- Dividend Distribution Policy
- Information Security Policy
- Policy on equal opportunity and non-discrimination
- Environment Policy
- Health and Safety Policy
- Policy on dealing with and materiality of Related Party Transactions ●
- Investors' Grievance Redressal Policy
- Policy for Prevention, prohibition and Redressal of Sexual harassment of women at workplace
- Abridged Version of Internal Audit Charter

Click here to learn more

● Revised in FY 2024-25

Read more about our Nomination and Remuneration Policy on → Pg- 253^

Position statement

Our position statement outline our succinct, clear articulation of our position or opinion on an issue and how we intend to approach the issue.

We have devised position statements for the following:

- Anti-Bribery and Anti-Corruption
- Human Rights
- Tax Governance
- Net Zero Carbon Emissions
- Biodiversity & no Deforestation
- Sustainable Supply Chain

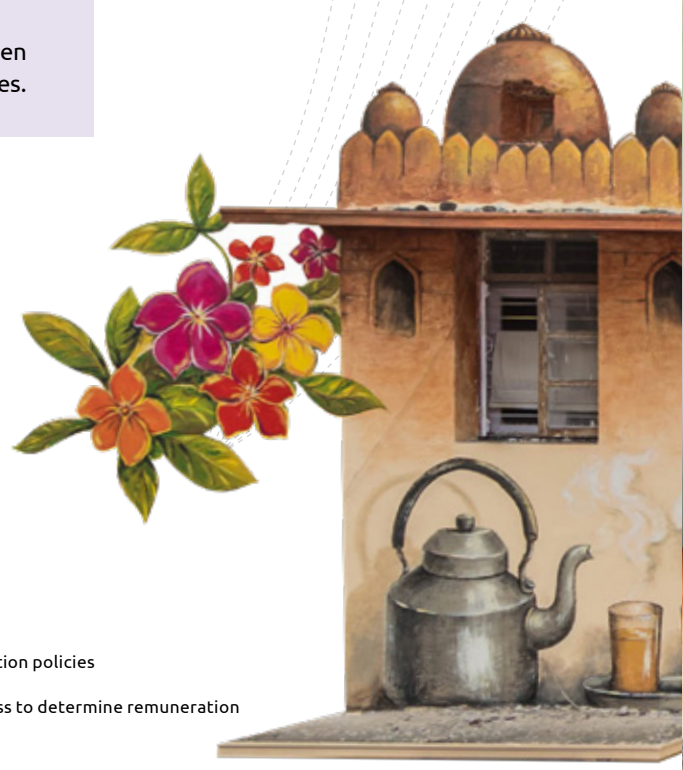
Click here to learn more

Policy advocacy

We engage with governments and regulators in public policy discussions, both directly and through institutional bodies, to share our views and those of our stakeholders on matters relevant to our business. We undertake policy advocacy in a transparent and responsible manner, considering both our corporate interests and the broader interests of the industry when engaging with the authorities.

ESG governance*

In alignment with the Asian Paints Charter, the Board has defined a comprehensive ESG framework and long-term sustainability goals. The Stakeholders Relationship Committee has been mandated to guide management and monitor progress against these ESG priorities. Additionally, the Risk Management Committee is responsible for assessing ESG-related risks, including climate risks, and for overseeing mitigation strategies. The Managing Director & CEO, together with the One Link leadership team, drives the implementation of ESG objectives and mitigation plans. These efforts are supported by the Sustainability team, Functional Heads, and Business teams, who collectively monitor and report on progress.



^GRI 2-10 Nomination and selection of the highest governance body ^GRI 2-19 Remuneration policies

*GRI 2-14 Role of the highest governance body in sustainability reporting ^GRI 2-20 Process to determine remuneration

GROUP GOVERNANCE

Our Group companies function within a well-structured governance ecosystem that ensures strategic alignment and accountability. Defined roles for respective Boards, international business heads, and process owners help maintain consistent oversight and strategic coherence across geographies.

Sharing of expertise

Asian Paints' central functions extend specialised expertise, including in Information Technology, legal, audit, secretarial, HR, taxation and supply chain, to international business units. This enables greater efficiency, strengthens controls, and standardises processes across the Group.

Extending policies to Group Companies

To reinforce uniform standards and foster responsible business practices across our Group entities, several of our policies have been extended to our subsidiaries and joint ventures (to the extent applicable). These include:

- Whistle-Blower Policy
- Code of Conduct for Employees
- Code of Conduct for Business Partners
- Policy on engagement of Statutory Auditors
- Communications and Social Media Policy
- Environment Policy
- Health and Safety Policy
- Policy on Equal Opportunity and Non-Discrimination

Oversight measures

The Board of Asian Paints regularly reviews the performance of its subsidiaries and oversees any corporate restructuring or collaborations. A summary of the minutes of the meeting of the subsidiary's Board is presented to our Company's Board each quarter and the detailed minutes are also accessible to Directors through a secure online portal. Currently, Asian Paints does not have any material subsidiaries.

The Audit Committee plays a key role in monitoring the financial performance of Group companies, including investment decisions, loan utilisation, and related party transactions. It also reviews consolidated financial results and ensures regulatory compliance.

The Nomination and Remuneration Committee identifies eligible employees in subsidiaries for ESOPs, supporting talent retention and incentivisation. It also oversees senior management transfers within international business units.

The Investment Committee evaluates major investment, divestment, and acquisition proposals by foreign subsidiaries and submits its recommendations to the Board for consideration. It also reviews proposed capital infusions into subsidiaries.

ETHICS, TRANSPARENCY, QUALITY AND ACCOUNTABILITY^

Shareholder outreach | Financial governance | Conflict of interest | Stakeholders and corporate governance | Culture of integrity | Data privacy | Technology, innovation and digitisation | Compliance | Managing risks

Management approach

Our Company's value system is guided and based on the key tenets of ethics, transparency, quality and accountability. We maintain integrity and fairness through robust business strategies, and risk management practices that ensures long-term value for all our stakeholders. We go beyond compliance by disclosing all the relevant information and fostering trust across our ecosystem.

SHAREHOLDER OUTREACH

We have always regarded shareholder engagement as one of the key anchors towards achieving a better corporate governance. We believe strong shareholder relationships are built on active listening and responsive engagement. This year, we continued to expand our communication channels, including the Shareholder Corner on our website and the launch of a Shareholders' Reference Book to enhance transparency and provide quick access to essential information for the shareholders at one place.

Zero
Shareholder Agreements impacting control over our Company

^GRI 2-16 Communication of critical concerns

Target 2025

100% of risk impacting business resilience based on annual assessment and score.

Achieved Unfulfilled

Shareholders corner

Shareholder's Corner is a dedicated platform where we provide our shareholders access to relevant information, submit requests, and review key policies of our Company.

Central to our stakeholder's relationship governance is the commitment to listen to and consider their perspectives. To support this, we have established a comprehensive grievance redressal policy, supported by a dedicated team that ensures prompt and effective resolution of investor concerns. Additionally, our website features a detailed FAQ section addressing common queries related to investor services, further enhancing transparency and ease of access.

In continuation of our endeavour to simplify the process for the shareholders, our Company during the year have prepared a Shareholder's Reference Book which is a compendium of all the documents and necessary information as per the law and Company's practice required by a shareholder for processing a particular investor service request.

Investor engagement

We maintain an ongoing dialogue with our investors through structured meetings, conferences, and analyst interactions. These sessions cover business updates, financial performance, governance practices, and ESG progress, helping us align with shareholder expectations. The Stakeholders Relationship Committee reviews and takes note of the feedback, suggestions received from the institutional investors discussed during these interactions and provides its inputs and recommendations to the Board and Management.

Highlights of FY 2024-25

1,680+
Participants in our quarterly earnings call

121
Funds participated in 19 investor meets and conferences

Read more at Page 71

FINANCIAL GOVERNANCE

Internal controls over financial reporting

Our Company has robust internal controls over financial reporting encompassing its processes, policies, and procedures to ensure the accuracy, reliability, and integrity of its financial statements. These controls are designed to safeguard assets, prevent fraud, detect errors, and ensure compliance with applicable laws and regulations.

Related Party Transactions

We have a robust process for dealing with related party transactions (RPTs). We follow a rigorous framework to govern the approval of RPTs. All RPTs are subject to stringent internal scrutiny and require prior approval of Audit Committee, comprising of Independent Directors. This ensures objectivity and adherence to best practices.

Read more at Page 206

Accounting policies

We recognise that sound accounting policies and practices are essential for our Company to ensure transparency, accountability, and financial integrity. We abide with the Indian Accounting Standards and other accounting principles generally accepted in India, to maintain accurate and detailed financial records, implementing robust internal controls, and ensuring timely and accurate financial reporting. We believe that effective accounting practices enables stakeholder trust, mitigate financial risks, and help in making informed business decisions ultimately contributing to long-term sustainability and growth.

CONFLICT OF INTEREST*

- Our Company's CoC for the Board of Directors and Senior Management Personnel (SMP), and CoC for employees provide clear guidance on avoiding and declaring conflicts of interest.
- To ensure operational integrity, we expect proactive reporting of potential conflict of interest by our employees, Directors and SMPs, which are reviewed by Chief Human Resources Officer, Internal Auditors and the Board of Directors, as the case may be, to mitigate any potential conflict which may hamper our Company's interest.
- The Directors and Key Managerial Personnel on an annual basis declare material interest (whether direct, indirect or on behalf of third parties) in any transaction or matter directly affecting our Company.
- Directors abstain from agenda items at the Board/Committee meetings in which they are interested or are deemed to be interested.

Click here to learn more

STAKEHOLDERS AND CORPORATE GOVERNANCE

Our stakeholders uphold accountability and ensure we act responsibly and ethically. Their engagement helps maintain transparency and supports our commitment to long-term sustainability. We remain focused on serving stakeholder interests through a consistent, value-driven approach that guides our decisions and reinforces trust in our operations.

*GRI 2-15 Conflict of interest

Supplier engagement

We uphold responsible sourcing practices through our Code of Conduct for Business Partners and Responsible Procurement Policy. To enable a sustainable supply chain, we actively engage with our value chain partners through various initiatives such as training programmes, courses, meetings, forums, and seminars.

Read more at Page 171

Employee welfare

We invest in our people with long-term wealth creation opportunities and inclusive benefits. Our Employee Stock Ownership Plan (ESOP) incentivises growth, recognises performance, and enhances retention, ensuring that our success is shared with those who make it possible.

Read more at Page 209

CULTURE OF INTEGRITY

Our approach to ethical conduct is proactive and firm. Through policies such as our CoC, Whistle-Blower Policy, and anti-bribery and gifting norms, we foster a culture of openness, transparency, and accountability. All employees and their immediate family members are prohibited from accepting or offering gifts or favours to vendors, suppliers, or competitors. We maintain a zero-tolerance stance towards any breach of ethics and are committed to safeguarding data, preventing fraud, and upholding human rights.

Zero
Confirmed cases of corruption^

Whistle-Blower policy

We foster a culture of integrity by encouraging ethical behaviour across all our operations. Our Whistle-Blower Policy provides a formal, accessible framework for stakeholders, including Directors, employees, and business associates, to raise concerns regarding suspected unethical behaviours.

Our Company's Whistle-Blower Policy

a. Provides stakeholders a framework and formal mechanism whereby concerns can be raised;

b. Encourages all stakeholders to make protected disclosures of incidents of unfair, fraudulent practices, abuse or misconduct or malpractices in relation to our Company to the Ethics Committee or the Investigating Officer or Chairperson of the Audit Committee, as the case may be; and

c. Protects those who report such irregularities or unfair practices including instances of leak of unpublished price sensitive information.

Through this policy, our Company aims to investigate and take such necessary actions as are required, in both letter and spirit for all the reported complaints thereby promoting transparency and accountability.

Click here to learn more

DATA PRIVACY

We recognise the critical importance of data privacy in today's digital-first environment. Asian Paints has implemented a robust, Company-wide data protection framework anchored in legal and security best practices to safeguard stakeholder information.

Our network architecture is fortified with advanced cyber defence tools, including Data Classification, Digital Rights Management (DRM), and Data Leakage Prevention (DLP) systems, embedded across devices, emails, and file-sharing platforms to minimise the risk of accidental data exposure. All content are tagged and secured according to sensitivity, ensuring appropriate access and control.

We also conduct regular ransomware simulations and employ industry-standard antivirus protocols across all endpoints. Our cyber programme is assessed annually and benchmarked for maturity and preparedness. Through these efforts, we continue to uphold and ensure resilience in an evolving risk landscape.

In preparation for the upcoming implementation of the Digital Data Protection Act, 2023, the Company has thoroughly assessed the flow of personal data at the functional level, along with its mapping, policies, procedures, and IT infrastructure. Based on this evaluation, a roadmap for compliance with the Act has been created. Furthermore, employees across different functions have been trained on the Act's provisions and requirements.

Zero
Major observations and non-conformance received in our ISO 27001 audits

^GRI 205-3 Confirmed incidents of corruption and actions taken

TECHNOLOGY, INNOVATION AND DIGITISATION

We recognise the importance of technology and digitisation for our current and future success. We are committed to integrating the latest innovations in a way that aligns with our strategic objectives, ensuring the long-term sustainability of our business and promoting the cause of corporate governance. At Asian Paints, we leverage technology to enhance customer interactions, optimise partner collaborations, empower sales teams, streamline employee experiences, and enable data-driven decisions.

Our Company has taken multiple initiatives that has led to improvement in multiple areas of information and cyber security, like deploying information security standards in the software development lifecycle, maintaining minimum base line security standards on all our IT systems, controlled access to our Company's network and applications, and sensitising employees with best cyber security practices through our 'Kavach' programme.

We employ a leading Security Information Event Management (SIEM) tool with 24x7 monitoring. Integrated threat intelligence from various security agencies helps to detect and prevent any emerging cyber incidents. We also conduct VAPT and Red Team exercises to test our defence and prevention/ detection capabilities.

The regular updates on IT security initiatives are presented to the Board and its Committees, which are governed by an Information Security Council. The Risk Management Committee reviews the cyber security risks on a periodical basis.

ISO 27001:2022
Certified compliant

Rated as best in class for Information Security (at par with the BFSI industry) by a third-party agency

COMPLIANCE*

Our Company recognises the significance of adhering to legal, regulatory, and ethical obligations, understanding their impact on our operations and our accountability to all our stakeholders.

→Pg- 208

Ensuring tax compliance^

Operating across multiple jurisdictions, our Company upholds strict compliance with all applicable tax regulations, including income tax, GST, and customs duties. Our approach is proactive and structured—anchored in strong internal controls, periodic audits, and the strategic use of technology to streamline tax reporting and improve accuracy.

We maintain transparency in our tax disclosures and proactively engage with authorities to address queries, reinforcing our commitment to responsible and ethical business conduct. Our contribution to the exchequer in taxes in FY 2024-25 is ₹ 4,931.0 Crores.

*GRI 2-27 Compliance with laws and regulations

^GRI 207-2 Tax governance, control, and risk management

MANAGING RISKS

At Asian Paints, risk management is not a parallel function but an integral part of how we plan, operate, and grow. Our Risk Management Framework is structured to proactively identify, assess, and address both emerging and existing risks that could impact our business objectives. This is embedded within a culture that promotes risk awareness at every level of the organisation.

We collaborate closely with functional heads to ensure timely identification and mitigation of risks within their respective domains. Regular risk assessments, employee training, and open dialogue help maintain a high level of preparedness across the enterprise.

Our Risk Management Committee (RMC), chaired by an Independent Director, includes Independent and Non-Executive Directors, along with a member of the Senior Management. The RMC provides strategic oversight, ensures alignment with our risk appetite, and advises on mitigation strategies. It reviews policy implementation, monitors systemic adequacy, and ensures that high-impact risks are addressed with rigour and foresight.

Our approach

Our approach is governed by a Board-approved risk charter, supported by a well-defined risk management policy. This outlines our appetite and tolerance thresholds and enables a calibrated approach to both risk and opportunity. In FY 2024-25, the RMC convened three times to review existing practices, assess the effectiveness of mitigation strategies, and recommend enhancements. A materiality matrix is used to prioritise risks, each mapped to defined owners and controls under a structured governance model.

We actively monitor dynamic risks across PESTLE (Political, Economic, Social, Technological, Legal, Environmental) dimensions — including shifts in the macroeconomic, regulatory, technological, and competitive landscape. Notably, focused discussions this year were held around competitive strategy and talent-related risks, given their criticality to long-term growth. The RMC and the Board continue to assess evolving global developments that may affect our operations — such as demand volatility, tariff trends, and foreign exchange movements. The RMC reviews and discusses external factors and events impacting business, such as demand environment and competitive pressures. The Committee reviews key risk-related policies, including our Company's foreign exchange policy, and made strategic recommendations as necessary.

Aligned with ISO 31000

Our risk governance is benchmarked against ISO 31000 standards.

Risk management process

We have established a five-stage risk management process to streamline risk identification and ensure effective implementation of our Action Plan.

1. **Risk identification**
   Utilise 'top-down' and 'bottom-up' approaches to identify risks across the organisation
2. **Risk assessment**
   Analyse and assess identified risks to determine potential triggers and impacts
3. **Risk recording**
   Establish, prioritise, and document key risks in a structured manner
4. **Risk mitigation**
   Develop and implement action plans across businesses to mitigate identified risks
5. **Risk monitoring & reviewing**
   Monitor mitigation actions on an ongoing basis, with periodic reviews by the Board and RMC

Key Risk Indicators (KRIs) are vital metrics used to monitor potential risks that may affect our business objectives. They serve as early warning signals, allowing for proactive risk identification and mitigation.

Our KRIs cover a wide range of areas including financial performance, operational efficiency, compliance, cybersecurity, and market dynamics. By continuously tracking these indicators, we ensure timely intervention and effective risk mitigation.

We evaluate risks based on the following areas of impact:

- Financial objectives
- Overall strategy of Asian Paints
- Operations of Asian Paints
- Statutory non-compliance
- Damage to reputation
- Reporting objectives

Value at Risk (VaR)

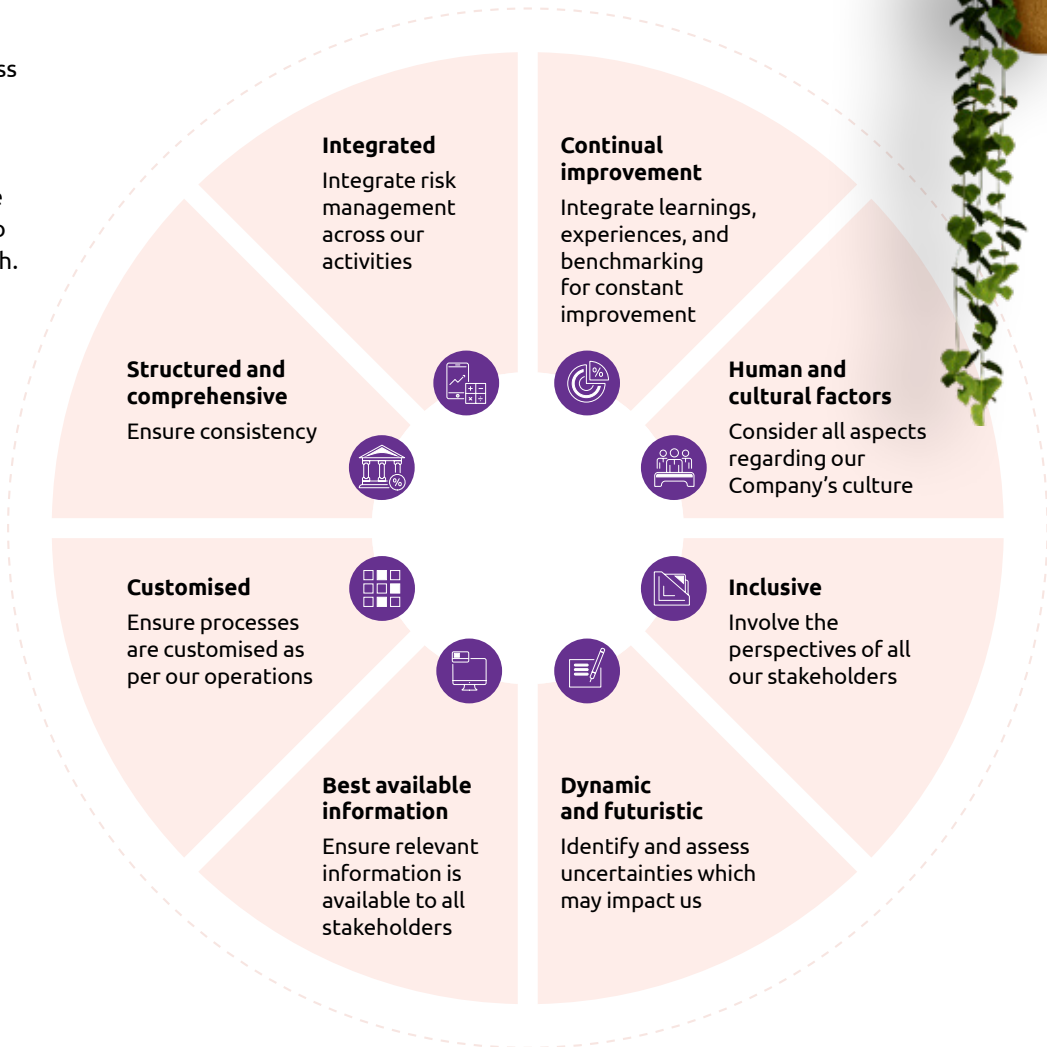
To support data-driven decision-making, we employ the Value at Risk (VaR) methodology — a statistical tool used to estimate the potential maximum loss in value across our businesses over a defined time horizon, under normal market conditions. By quantifying financial exposure, VaR enables us to better understand downside risk and incorporate it into strategic and operational planning.

Risk management in strategy setting

We co-created the AP Charter as a guiding framework for our objectives and values, forming the foundation for all risk management activities across the Company. In defining the AP Charter, we assessed a range of environmental uncertainties and emerging stakeholder expectations, which were also shared with the RMC. These factors, along with risks linked to the execution of our business plans, form the core set of risks that we review periodically with the RMC and communicate to the Board.

Enterprise risk management

Our Enterprise Risk Management (ERM) process helps manage uncertainty, strengthen governance, meet stakeholder expectations, and enhance organisational resilience to support sustainable growth. Our ERM framework is guided by eight key principles.



Risk matrix

Risks are categorised using a matrix with two axes and four tolerance quadrants. The horizontal axis includes endogenous factors (internal business factors) and exogenous factors (external events), while the vertical axis covers strategic and operational considerations.

	Endogenous	Exogenous
Strategic	1 People risk 2 New business complexities	1 Shifting consumer preferences 2 Competition risk 3 Climate risk 4 Reputation risk
Operational	1 Evolving regulatory landscape 2 Process and Product Technology 3 Safety risk 4 Fraud risk 5 Large capex execution and management	1 Counterfeit products 2 Information/Cyber Security risk

Critical risks and mitigation measures

All identified material topics are directly connected to the risks assessed by the RMC. Under the guidance of RMC, we have formulated comprehensive mitigation strategies to effectively address these risks.

These risks are linked to identified material topics:

Linkage to materiality matrix

- Consumer Delight
- Financial Performance
- Climate Change
- Biodiversity
- Supplier Sustainability
- Organisational Resilience
- Industrial Workforce Management
- Anti-Corruption and Anti-Bribery
- Product Stewardship
- Anti-Competitive Behaviour
- Toxic Emissions, Waste and Effluents
- Local Communities
- Influencer Management
- Technology, Innovation and Digitalisation
- Occupational Health, Safety and Well-Being
- End-of-life Management of Product and Packaging
- Consumer Health and Safety
- Business Ethics and Corporate Governance
- Water Management
- Responsible Supply Chain
- Policy Advocacy
- Diversity and Inclusion
- Human Rights
- Talent Management and Employee Engagement

No Change ↔ Decrease ↓ Increase ↑

Shifting consumer preferences ↔

Impact

Increase/Decrease in sales

Gain/Loss in market share

Description

Consumer preferences are shifting towards greener products, integrated solutions, niche offerings and socially responsible brands

Rationale for identifying as

Risk / Opportunity

Changing consumer preferences require us to adjust our products, creating both risks and opportunities in providing unique solutions

Mitigation strategies

- Focus on differentiated solutions such as Beautiful Home Painting Services. Target the home décor and services market through Beautiful Homes Studio, offering customised furniture, furnishings and lighting.
- Maintain a pipeline of cost-effective, consumer-specific new products.
- Explore unique products and technologies through patent landscaping, academic research, and competitor analysis to support new product development.
- Offer greener products with certified low-VOC, high durability, cool coatings, and other sustainable options.
- Partner to expand product and price offerings in the décor segment.
- Upgrade packaging with heritage-inspired designs that celebrate diverse cultures.

Linkage to materiality topics

Competition

Impact
Increase/Decrease in sales

Gain/Loss in market share

Description
Migration of end consumers/dealers due to a higher number of choices

Rationale for identifying as
Risk
Loss of market share on account of increased competition

Opportunity
Upgrading consumers from the unorganised market to branded product offerings. Launch of differentiated solutions for consumers

Mitigation strategies
- Introduced differentiated products, new variants, and focused on ease of use and unique features.
- Launched décor and painting solutions to enhance customer experiences and stand out from competitors.
- Upgraded influencers and maintained engagement through training and schemes.
- Enhance brand presence and increase mind share by undertaking various marketing initiatives.
- Social media campaigns like 'Har Ghar Kuch Kehta Hai,' 'Where the Heart is,' and 'Mera Wala Mood' to connect with millions nationwide.
- Strengthened dealer relationships and ensured their profitable growth.

Linkage to materiality topics

Climate

Impact
Positive or negative impact on our operations

Description
Climate change-related impact on operations

Rationale for identifying as
Risk
Variations in climate conditions present heightened physical and transition risks, which, if not properly managed, could adversely impact business operations

Opportunity
Minimise the negative environmental impact of our operations and maximise the positive impact

Mitigation strategies
- Identifying and assessing climate-related physical and transitional risks in line with TCFD recommendations.
- Action on short-term and long-term mitigation plans for addressing the impact of climate change on the operations of our Company.
- Include climate change in our long-term strategies and decision-making.
- Focus on energy conservation, improving renewable energy footprint, using alternative water sources, and ensuring water neutrality, emission reduction across operations and logistics, engaging with our suppliers to reduce their emissions.
- Extended producer responsibility to manage risk.

Linkage to materiality topics

Reputation

Impact

Increase/Decrease in brand value and market capitalisation

Description

Positive or negative perceptions regarding our Company and our products/services can have implications on customer relations, revenues, and interactions with regulatory bodies

Rationale for identifying as:

Risk
Negative publicity from any news/reports arising out of any act/inaction by our Company

Opportunity
Improved brand presence and reputation through proactive engagement with stakeholders

Mitigation strategies

- Regularly engage with public relations agencies and influencers in accordance with established guidelines.
- Actively monitor feedback on social media and address concerns in a timely manner.
- Proactively resolve product complaints and aim to enhance customer satisfaction during the resolution process.
- Ensure product and service delivery as promised.
- Comply with all regulatory norms.
- Strengthen corporate governance norms, including adherence to the Code of Conduct.
- Ensuring transparency and making information on key matters available to relevant stakeholders through periodic updates.

Linkage to materiality topics

Evolving regulatory landscape

Impact

Penalties and other impact due to non-compliance

Description

Changes in current regulations or the emergence of new regulations may have an impact on our operations

Rationale for identifying as

Risk
Non-compliance and penalties may have a direct impact on our operations and cause financial stress

Mitigation strategies

- Prioritise adherence to existing regulations and maintain flexibility to adjust to new legislation promptly.
- Updated compliance checklists are used to track compliance on a real-time basis.
- Conduct reviews of all applicable compliance using a third-party compliance tool.
- Senior management and the Board review compliance on a quarterly basis.
- Maintain a well-governed compliance framework and controls.
- Engage actively with policymakers and trade associations.

Linkage to materiality topics

Process and product technology

Impact
Significant decrease in cost

Description
Technology remains a major disruptor. The digital economy has changed how customers interact with industries. Advances in product and manufacturing technologies offer opportunities to enhance customer offerings efficiently and reliably

Rationale for identifying as
Opportunity
Product and manufacturing technologies continually provide opportunities to deliver efficient and reliable offerings to customers

Mitigation strategies
- Lead the industry with consumer-first innovations and products that cater to both the stated and unstated needs of consumers.
- Adopting Right First Time and 'Inemulatability' as core pillars during new product development.
- Maintain a robust pipeline of ideas for patenting and implementation.
- Regularly benchmark against global players and internationally granted patents in the paint and allied industries.
- Identify potential partners for tie-ups in areas where there are technology gaps in the product portfolio.
- Consciously invest in emerging digital technologies to create a first-mover advantage with a differentiated offering.
- Continuously scan for and adopt efficient and cutting-edge processing technologies at an early stage.

Linkage to materiality topics

Counterfeit products

Impact
Decrease in revenue

Description
Counterfeit and spurious products pose a widespread global challenge, impacting nearly every sector and causing significant losses to both industries and governments

Rationale for identifying as
Risk
Counterfeit and duplicate products pose a serious risk to the entire industry, leading to revenue loss, poor product performance, and reduced brand reliability

Mitigation strategies
- Collaboration among departments to identify leads related to counterfeit activity.
- Collaboration with agencies and local authorities across states to identify and address manufacturers of counterfeit products, including label printers, through regular inspections and legal actions.
- Enhancing anti-counterfeit measures in packaging.

Linkage to materiality topics

People

Impact

- Increase in diversity of thought through introduction of laterals
- Loss of talent

Description

Potential challenges and uncertainties associated with employees

Rationale for identifying as

Risk
Attrition of key talent impacting the succession pipeline

Opportunity
Introduction of lateral talent within the workforce and growth opportunities for existing employees

Mitigation strategies

- Identifying and developing the talent pipeline for all individuals in leadership positions.
- Focused on improving employee engagement through organisational listening.
- Functional academy for all new incumbents to cultivate necessary general and functional skills.
- Pegging remuneration and benefits in line with industry standards.
- Focus on creating a safer, more open, and inclusive culture through various initiatives.

Linkage to materiality topics

Safety

Impact

Increase in the number of incidents occurred

Description

Our manufacturing operations involve employees interacting with machinery and material handling equipment, presenting inherent risks of injury and potential exposure to hazardous materials or waste

Rationale for identifying as

Risk
Injury or occupational health hazard

Mitigation strategies

- Adherence to standards pertaining to OHS, our Company's EHS policy, and the highest operational standards for handling hazardous materials.
- Continuous engagement with suppliers to identify any new threats or better options to mitigate risks.
- Periodic risk assessments using quantitative methods and closure of action plans arising from such assessments.
- Plant design adhering to inherent safe design based on various applicable standards, adopting Process Safety as a disciplined framework, and ensuring closed-loop handling of hazardous materials.
- Having a comprehensive Emergency Response Plan (ERP) in place.
- Continuous progress in the Behaviour Based Safety journey across all plants.

Linkage to materiality topics

Fraud

Impact
Financial loss

Description
Financial loss and reluctance to report fraud

Rationale for identifying as
Risk
Frauds lead to financial losses and strain on control systems

Mitigation strategies
- Awareness sessions/training to encourage reporting of fraud and malpractices; new e-module released for online training.
- Weekly reminders through 'CoC Compass – Make the Wise Choice' to guide employees on decisions in case of dilemmas.
- Investigations and disciplinary actions; investigation guidelines defined.
- Stringent actions against erring employees/entities involved.
- Strengthening the fraud detection mechanism and conducting periodic fraud risk assessments (FRA) through the Fraud Risk Management governance framework.

Linkage to materiality topics

Information/cyber security

Impact
Leakage of information

Description
Threats from external cyber-attacks/ hacking and internal leakage/modification of information, or failure to protect information

Rationale for identifying as
Risk
Loss of sensitive and confidential information and its impact on the reputation of our Company

Mitigation strategies
- 5-level architecture in place to curb information and cyber security risk – Data Centre, Network, Application, Device, and User Security.
- Implementation of a Data Loss Prevention tool to prevent data breaches and monitor information sharing based on document classification protocols.
- Cyber Program Maturity (CPM) assessment by an external agency.
- Vulnerability assessment done on a regular basis to identify weaknesses.
- Investment in contemporary IT tools like firewalls, VPNs, identity management, email security, antivirus, etc. to ensure adequate protection of underlying data.
- Campaign by the name 'Kavach' has been popularised across our Company for all information security initiatives and risks.
- Periodic audits to ensure adherence to the processes.

Linkage to materiality topics

New business complexities

Impact

Financial loss

Description

Tackling complexities of new business:

- Requirement of unique technical expertise
- Managing different sets of raw materials and their safety requirements
- Compliance with new laws and regulations

Rationale for identifying as

Risk

Difficulty in managing issues due to lack of experience in the new business, leading to delayed commencement or financial loss

Mitigation strategies

- Engaging with external advisors for niche roles with relevant knowledge and experience.
- Involving technical and safety experts from the plant design stage to ensure safety-related risks are minimised.
- Involving experts to ensure all compliances are adhered to.
- Providing specific training related to products, processes, and technology to equip employees to deal with the complexities of the new business.

Linkage to materiality topics

Large capex execution and management

Impact

- Delay in completion
- Cost overrun
- Safety incidents

Description

- Delay in commissioning due to design changes/rework, vendor delays, manpower constraints, and other unforeseeable reasons, or an increase in capex costs due to delays or other factors.
- Safety incidents that cause harm to people, property and interrupt operations

Rationale for identifying as

Risk

Overrun in the budgeted capital expenditure and timeline and safety incidents

Mitigation strategies

- Desired outcomes are identified, and timelines are aligned before starting any capex project.
- Periodic progress reports are prepared along with the Project Management team to track spending against the budget.
- Safety inputs are incorporated at the design stage.
- Maintenance of Safety Manual with detailed steps and precautions.
- Failure Mode and Effects Analysis (FMEA) and Hazard and Operability (HAZOP) studies are conducted to identify risks to personnel, equipment or operations.
- Implementing permit system for evaluating situations before critical operations.
- An on-ground Safety team is available at the construction site, comprising a construction safety engineer from the contractor's side and an Asian Paints safety executive.

Linkage to materiality topics

Residual risks

While we aim to mitigate risks within the defined appetite, certain low-probability but high-impact events — such as natural disasters, macroeconomic shocks, or geopolitical disruptions — may exceed those thresholds. These residual risks, though less predictable, are actively monitored, and we continue to strengthen our systems and responses to minimise their potential impact.

Emerging risks

Our Company remains alert to evolving risks that may not yet be fully quantifiable but hold potential implications for our operations. Among the uncertainties identified by our Management are foreign exchange volatility, global supply chain disruptions, regional political instability, and international trade tensions, among others. Wherever necessary, proactive measures are being implemented to mitigate the impact of these uncertainties and unlock potential opportunity.

Business Continuity Plan

We have established a structured and responsive Business Continuity Plan (BCP) to ensure operational resilience in the face of major disruptions. The BCP is regularly updated and includes the following components:

- **Risk/Scenario identification:** Mapping potential risk events and disruption scenarios across critical functions.
- **Business impact analysis:** Assessing operational and financial consequences of disruption.
- **Solution design and Implementation plan:** Defining contingency protocols and mitigation measures tailored to each scenario.
- **Train and maintain:** Conducting regular drills and simulation exercises to validate response readiness and build institutional familiarity

SUSTAINABLE SUPPLY CHAIN MANAGEMENT@

Target 2025

Proactive engagement with value chain partners to educate, empower, and align them with our ESG commitments

Achieved Unfulfilled

As part of our journey towards becoming a future-ready, ESG-aligned organisation, Asian Paints recognises its supply chain as a vital driver of sustainable value creation. Over the past few years, we have consistently strengthened our approach to Sustainable Supply Chain Management (SSCM), aligning with global best practices and reaffirming our commitment to environmental stewardship, social responsibility, and ethical governance.

During the year, we reinforced existing frameworks and introduced new measures to enhance supply chain sustainability.

Our Sustainable Supply Chain framework is anchored in the core ESG principles. It is guided by globally recognised sustainability standards, including the United Nations Global Compact principles, International Labour Organisation conventions, GRI standards, ISO 26000, and Coalition for Environmentally Responsible Economies principles. This framework enables us to implement targeted sustainability interventions at various stages of supplier engagement, based on a structured assessment of supplier maturity.

We expect all suppliers to comply fully with applicable laws and proactively mitigate environmental risks arising from their operations and products. Our vendor selection and onboarding process involves a mandatory evaluation based on ESG parameters. This includes adherence to environmental regulations, possession of valid consents and authorisations, availability of environmental policies and management systems, and a self-declaration on key human rights principles. In FY 2024–25, a total of 58 suppliers were onboarded following this rigorous evaluation process.

The implementation of our supplier engagement plan - Samaveta - has emerged as a key enabler. This programme supports the integration of sustainability practices through tools such as Self-Declaration Forms (SDFs), Samaveta Academy, and on-site or virtual assessments including those by third-party expert agency.

Sustainable supply chain		
Types of suppliers	**Process**	**Tools**
All suppliers	Acknowledge Code of Conduct for Business Partners	Supplier outreach
	ESG criteria in new supplier screening	Supplier onboarding
	Samaveta Academy - Capacity building on ESG	Samaveta
Critical suppliers*	Self-Declaration Forms - Capturing ESG performance in terms of maturity and impact	
	Comprehensive Site Assessment	
Foundation: Code of Conduct for Business Partners (COC-BP) & Responsible Procurement Policy		

*Business partners that fall in the top quartile (75%) of value by spend or suppliers having a significant ESG footprint.

Key highlights

	FY 2022-23	FY 2023-24	FY 2024-25
Partners acknowledged the Code of Conduct for Business Partners (No.)	1,279	2,793	3,188
Raw and packing material suppliers acknowledged Code of Conduct for Business Partners (% of spend)	>65%	>90%	>90%
Vendor selection and onboarding on ESG criteria	100%	100%	100%
Capacity building of business partners (% spend)	-	-	12%
Partners assessed through SDFs	-	77%	81%
Site/virtual assessment (% of spend)	-	-	20%

75%
of suppliers are working on their environmental footprint

71%
of suppliers have human rights policies or position statements

69%
of suppliers have anti-bribery & anti-corruption policy/ position statement

@GRI 2-6 Activities, value chain and other business relationships

@GRI 308-2 Negative environmental impacts in the supply chain and actions taken