

VALUE CREATION MODEL

OUR PURPOSE

We exist to beautify, preserve, transform all spaces and objects, bringing happiness to the world

OUR VALUES

Standing for each other's success ♦ Creative zeal ♦ Integrity ♦ Audacity ♦ Scientific rigor ♦ Customer passion

HELPS US TO UTILISE OUR INPUTS

Financial resources

Strong balance sheet supporting our growth plans

- Shareholder's funds: ₹ 18,983.5 Crores
- Debt: ₹ 73.9 Crores

Natural resources

Utilisation of various natural resources such as water, oil, etc.

- Renewable electricity consumption: 57.6%
- Spend on water conservation: ₹ 27.2 Crores
- Specific non-process water consumption: 0.46 KL/KL
- Specific electricity consumption: 83.1 KWh/KL

People and capabilities

Talented, diverse team of 30,000+ people

- Permanent employees: 11,111
- Contractual employees: 22,490
- Investment in Learning & Development: ₹ 19.2 Crores

Communities

Beneficiaries of our numerous CSR projects across India

- Spend on CSR activity: ₹ 108.8 Crores

Manufacturing capabilities

Pan-India state-of-the-art manufacturing facilities securing high levels of productivity and product excellence

- Property, plant, and equipment: ₹ 6,285.4 Crores
- In-house installed decorative paint capacity: 2,290,000 KL/annum
- Manufacturing facilities (in-house): 13
- Processing centres (Outsourced): 28

Relationship with value chain partners

Pan-India network of dealers and suppliers

- Retail touchpoints: 169,000+
- Supplier base: 28,000+

Technology and innovation

Robust digital infrastructure and strong R&T capabilities

- Spend on Research and Development: ₹ 125.7 Crores
- Scientists at Research & Technology Centre: 258
- Patents filed: 159
- Investment in Information Technology: ₹ 146.7 Crores

TO DRIVE BUSINESS ACTIVITIES

Brand value propagation

Management process

Sustainable and safe manufacturing

Deliver products and services

Innovation-led products and services

Customer life cycle management

Strategic supply chain management



SUSTAINABLY

Sustainable operations

Energy conservation

Setting standards for energy neutrality and optimum resource utilisation

Product stewardship

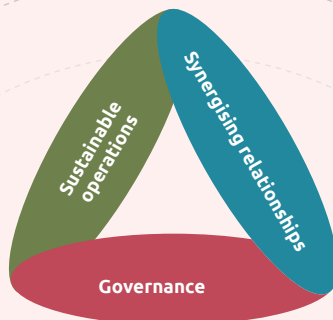
Providing industry-leading environmentally sustainable product options in every category

Water neutrality

Ensuring water neutral operations

Nature positive

Achieving near-zero waste and emissions and foster circularity through the 3R principles



Synergising relationships

Community ownership, Customer celebrations

Fostering the development of our communities and deliver customer delight

Water stewardship

Assisting local communities with their water requirements

Energising, equitable & inclusive workplace

Creating a workplace that celebrates diversity and values performance

Safe workplace

Providing healthy and safe work environment

Governance

World-class governance

Being amongst the best governed companies

Ethics, transparency, quality and accountability

Developing robust business strategies, agile operations, strong risk management, and foster a culture of innovation and adaptability

Sustainable supply chain management

Prioritising ethical sourcing, reduce environmental impact, and promote social responsibility



IDENTIFY WHAT IS MATERIAL

Key material topics

Consumer delight

Climate change

Financial performance

Diversity & inclusion

Technology, innovation and digitalisation

Toxic emissions, waste and effluents

Business ethics and corporate governance

Occupational health, safety, and well-being

VALUE CREATION MODEL

PRIVY TO THE EXTERNAL ENVIRONMENT

Political

Economic

Social

Technological

Legal

Environmental

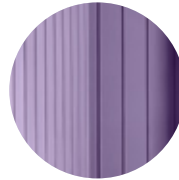
ADDRESS RISKS AND OPPORTUNITIES ASSOCIATED

- People
- New business complexities
- Shifting consumer preferences
- Competition
- Climate
- Reputation
- Evolving regulatory landscape
- Process and product technology
- Safety
- Fraud
- Large capex execution and management
- Counterfeit products
- Information/cyber security risk

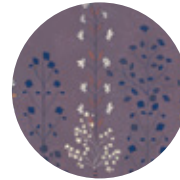
● Risk | ● Opportunity

LEAD US TO DELIVER WORLD-CLASS PRODUCTS AND SERVICES

Products



Paints ●



Wall Coverings ●



Waterproofing ●



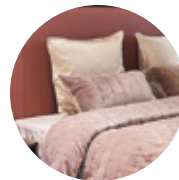
Adhesives ●



Bath Fittings and Sanitaryware ●



Modular Kitchens and Wardrobes ●



Fabric, Furnishings & Rugs ●



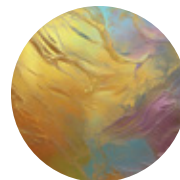
Decorative Lightings ●



uPVC Windows and Door Systems ●



Furnitures ●



Textures and Painting Aid ●



Mechanised Tools ●

- Manufactured and traded
- Traded

Services

- Colour Consultancy
- Projects
- Beautiful Homes Painting Services
- Beautiful Homes Services
- Waterproofing Solutions
- Wood Solutions



AND CREATE VALUE FOR ALL OUR STAKEHOLDERS



Customers

Best-in-class products and services

- Net Promoter Score (NPS): **70**
- New products developed: **27**
- Customer complaints resolved: **94.4%**
- Awards for manufacturing sites across various category: **30+**
- Patent granted: **85**



Employees

Protecting and nurturing our employees

- Loss Time Injury Frequency Rate (LTIFR): **0.32**
- Employee engagement score: **78%**
- Retention rate: **80%**
- Training hours: **196,000+**



Investors

Ensuring high investor returns

- Revenue: ₹ **29,421.1 Crores**
- EBITDA: ₹ **6,322.4 Crores**
- EPS: **37.4**
- RoCE: **28.4%**



Vendors

Creating an inclusive ecosystem for partners

- Procurement of materials from local suppliers: **64.4%**
- New suppliers evaluated based on social and environmental parameters: **100%**



Communities & planet

Empowering through our sustainability and CSR activities

- Lives touched through health initiatives: **280,000+**
- Reduction in specific hazardous waste disposal: **78.7%**
- Water replenishment: **478%**
- Reduction in specific non-process water consumption: **52%**
- Reduction in specific effluent generation: **79.2%**
- Reduction in emission intensity: **69%**
- Reduction in specific electricity consumption: **28.3%**
- Water harvesting potential created: **273.3%**



Government and regulatory bodies

Maximise our positive direct and indirect impact on the economy

- Taxes paid: ₹ **4,931.0 Crores**



Influencers

Partnering for mutual success

- Number of AID collaborations: **5,000+**
- Business Influencers: **184,500+**

