

VALUE CREATION MODEL

OUR PURPOSE

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

HELPS US TO UTILISE OUR INPUTS

Financial resources

Strong balance sheet supporting our growth plans

Shareholder's funds:

₹20,781.6 Crores

Debt: **₹1,221.3 Crores**

Natural resources

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

Renewable electricity

consumption: **56.5%**

Spend on water conservation:

₹ 31.0 Crores

Specific non-process water

consumption:

0.44 KL/KL

Specific electricity consumption:

87.3 kWh/KL

Communities

Beneficiaries of our numerous CSR projects across India

Spend on CSR activity:

₹114.6 Crores

Relationship with value chain partners

Supplier base: **30,000+**

People and capabilities

Talented, diverse team of 33,000+ people

Permanent employees: **11,162**

Contractual employees: **22,198**

Investment in Learning &

Development: **₹20.6 Crores**

Manufacturing capabilities

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

Property, plant, and equipment:

₹6,040.2 Crores

In-house installed decorative

paint capacity:

2,290,000 KL/ annum

Manufacturing facilities

(in-house): **13**

Processing centres

(outsourced): **30**

Technology and innovation

Robust digital infrastructure and strong R&T capabilities

Spend on Research and

Development: **₹124.9 Crores**

Scientists at Research

& Technology Centre: **250+**

Patents filed: **181**

Investment in Information

Technology: **₹158.2 Crores**

TO STRATEGISE BUSINESS OPERATIONS FOR MAXIMISING SHAREHOLDERS RETURNS

Upstream

Innovation-led products and services

Strategic supply chain management

Own operations

Management process

Sustainable and safe manufacturing

Downstream

Brand value propagation

Customer life cycle management

Deliver products and services

ADDRESS MATERIAL TOPICS

OUR VALUES

Standing for each other's success

Creative zeal

Integrity

Audacity

Scientific rigor

Customer passion

SUSTAINABILITY



Our growth accelerators

- Massive upsurge on brand building
- Dialed up innovation quotient
- Services ignition
- Regional market ignition
- Widening the net in B2B
- Backward integration



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

Committed to be a leader in ESG assessments

Sustainable supply chain management

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

- Climate Change Mitigation
- Air Emission Pollution
- Waste Management
- End-of-Life Management of Product and Packaging
- Sustainable Product and Service Offerings
- Consumer Health and Safety

- Product Chemistry
- Water Management
- Occupational Health
- Safety and Wellbeing
- Talent Management
- Employee Engagement and Wellbeing
- Human Rights – Value Chain
- Community Engagement

- Customer Delight
- Supplier Sustainability
- Supply Chain Disruptions
- Counterfeit Products
- Business Ethics and Corporate Governance
- Competitive Landscape and Market Position

VALUE CREATION MODEL

ALIGNED TO THE
EXTERNAL ENVIRONMENT

Political	Economic
Social	Technological
Legal	Environmental

TO ADDRESS
RISKS AND OPPORTUNITIES

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

● Opportunity | ● Risk

LEADING US TO DELIVER WORLD
CLASS PRODUCTS AND SERVICES



Paints



Wall Coverings



Waterproofing



Adhesives



Bath Fittings
and Sanitaryware



Modular Kitchens
and Wardrobe



Furnishings



Decorative
Lightings



uPVC Windows
and Door Systems



Furnitures



Textures and
Painting Aid



Mechanised Tools

Services

- Colour Consultancy
- Projects
- Beautiful Homes Painting Services
- Waterproofing Solutions
- Wood Solutions
- Assure (Total Assure, AP Assure, Smart assure, Metacare)



→ AND CREATE VALUE FOR ALL OUR STAKEHOLDERS



Employees

Protecting and nurturing our employees

Loss Time Injury
Frequency Rate (LTIFR): **0.34**

Employee engagement score: **82%**

Retention rate: **82%**



Communities

Empowering through our sustainability
and CSR activities

Reduction in specific
hazardous waste disposal: **69.7%**

Water replenishment: **589%**

Reduction in specific non-process
water consumption: **54.3%**

Reduction in specific effluent
generation: **78.8%**

Reduction in emission
intensity: **68.8%**

Reduction in specific electricity
consumption: **24.7%**

Water harvesting potential
created: **431%**



Investors

Ensuring high investor returns

Revenue: **₹30,680.2 Crores**

EBITDA: **₹7,113.1 Crores**

EPS: **44.27**

RoCE: **28.9%**



Customers

Best-in-class products
and services

Net Promoter Score (NPS): **73.6**

New products developed: **25**

Customer complaints resolved: **95.3%**

Patents granted: **91**



Influencers

Partnering for mutual success

Number of AID collaborations: **5,440+**

Business Influencers: **137,000+**



Government and regulatory bodies

Maximise our positive direct and indirect
impact on the economy

Taxes paid: **₹5,067.0 Crores**



Vendors

Creating an inclusive
ecosystem for partners

Procurement of materials from
local suppliers: **78.7%**

New suppliers evaluated based
on social and environmental
parameters: **100%**

