

## STAKEHOLDER ENGAGEMENT

At Asian Paints, we prioritise continuous engagement with diverse stakeholders to create long-term value, understand their expectations and incorporate feedback into our decisions. Through continuous dialogue and transparent communication, we aim to build trust, manage risks and support sustainable growth.



### Purpose of stakeholder engagement

Regular interactions with stakeholders enable us to foresee change, co-create solutions and build lasting trust. By listening closely to the needs of our vendors, dealers, customers, influencers, employees, investors communities and Government & regulatory bodies, we can shape strategies that are relevant, inclusive, and future-ready. It ensures that growth remains sustainable and firmly anchored in common values.

Our Double Materiality Assessment, supported by stakeholder engagement, helped align stakeholder expectations and drive focused transformation and long-term value creation.

To learn more about our materiality assessment process to understand the role of stakeholders in identifying the material topics, read at [Page 91](#) →

### Process of stakeholder engagement



### Customers

**Frequency of engagement: Ongoing**

We engage with customers regularly to foster brand loyalty and gather feedback. We have also strengthened customer centricity by expanding our retail footprint to 74 Beautiful Homes stores and launching the Assure suite for technical accountability. By integrating AI-driven NPS and immersive digital touchpoints, we continue to redefine experiential luxury and trust.

### Engagement approach

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

### Key imperative

- Product safety and value for money
- Anticipating requirements
- Innovative products
- Creating value
- Convenience
- Delivering solutions, beyond products
- Sustainable products and services
- Delightful experience through the décor journey

**73.6**

Net Promoter Score (NPS)

## STAKEHOLDER ENGAGEMENT



### Employees

**Frequency of engagement: Ongoing**

At Asian Paints, we believe in empowering our people, enabling every individual to grow and thrive professionally as well as personally. With a strong focus on diversity, inclusivity, training and development, we aim to nurture a future-ready workforce. Our holistic wellness initiatives are designed to facilitate the physical and mental wellbeing of our people.

#### Engagement approach

- Programmes to ensure employee wellbeing and safety
- Employee engagement surveys
- Digital interactions
- One-on-one interactions and Townhall meetings
- Personalised learning and development programmes
- Regular performance review and feedback (360-degree feedback)
- Intranet portal
- Engaging with potential campus hires in leading colleges
- Exit interviews

#### Key imperative

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

**1.27**

Total Recordable Frequency Rate (TRFR)

**7.9**

Psychological Safety Score (out of 10)



### Vendors

**Frequency of engagement: Ongoing**

We foster strong, transparent relationships with our suppliers through continuous collaboration, knowledge exchange, adoption of advanced technologies, and a shared commitment to sustainable and responsible practices.

#### Engagement approach

- Supplier meets
- One-on-one interactions
- Digital platforms such as supplier portals
- Forums and seminars
- Strategic collaborations with suppliers
- Onboarding and ESG assessments

#### Key imperative

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

**100%**

New vendors assessed on environmental and social criteria

**89%**

Suppliers assessed under Samaveta program



### Investors

**Frequency of engagement: Periodic**

We have earned the trust of our investors through a consistent track record of healthy growth. Our financial resilience, innovative approach, strong cash flows and steady dividend payouts give us the confidence to fulfil the expectations of a large investor base.

#### Engagement approach

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

#### Key imperative

- Reliable return on investment
- Long-term viability and sustainable growth
- Timely disclosures and compliance
- Robust corporate governance practices

**₹ 5,566.7 Crores**

Free cash flows in 2025-26

**60%**

Dividend payout ratio in FY 2025-26

**112**

Funds participated in investor meets and conferences



### Communities

**Frequency of engagement: Ongoing**

We undertake various CSR projects to ensure the growth and development of communities. It has enabled us to empower and uplift lives in underserved regions and strengthen vocational capabilities. We work closely with communities and non-governmental organisations (NGOs) to drive inclusive and sustainable development.

#### Engagement approach

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

#### Key imperative

- Social issues include water management, skill development, and health and hygiene
- Carrying out business sustainably
- Empower underprivileged sections of society/vulnerable and marginalised groups through CSR initiatives

**945,000+**

Painters and contractors trained during the year

**259,000+**

Beneficiaries impacted through healthcare initiatives

# STAKEHOLDER ENGAGEMENT



## Government and regulatory bodies

**Frequency of engagement: Periodic**

We regularly engage with policymakers and regulators to remain aligned with evolving norms and shape industry dialogue. We ensure compliance with laws and maintain transparency and accountability in our disclosures and through our engagements. By creating jobs, supporting communities and ensuring timely tax payments, we fulfil our responsibility towards public services and national development.

### Engagement approach

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

### Key imperative

- Compliance with laws
- Collaboration on national agendas
- Industry representations for ease of doing business and regulatory reforms
- Support the 'Make in India' movement
- Adopting and following sustainable business practices



## Influencers

**Frequency of engagement: Ongoing**

Our partnerships with influencers enable us to stay attuned to the changing expectations of our customers. It empowers us to reimagine living spaces and offer solutions that truly transform homes.

### Engagement approach

- Meetings
- Conferences
- Digital platforms

### Key imperative

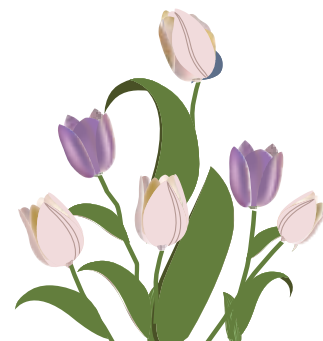
- Business collaboration
- Value addition
- Upgradation of products and offerings

**₹ 5,067.0 Crores**

Taxes paid

**137,000+**

Business influencers



GRI 207-3 Stakeholder engagement and management of concerns related to tax