

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

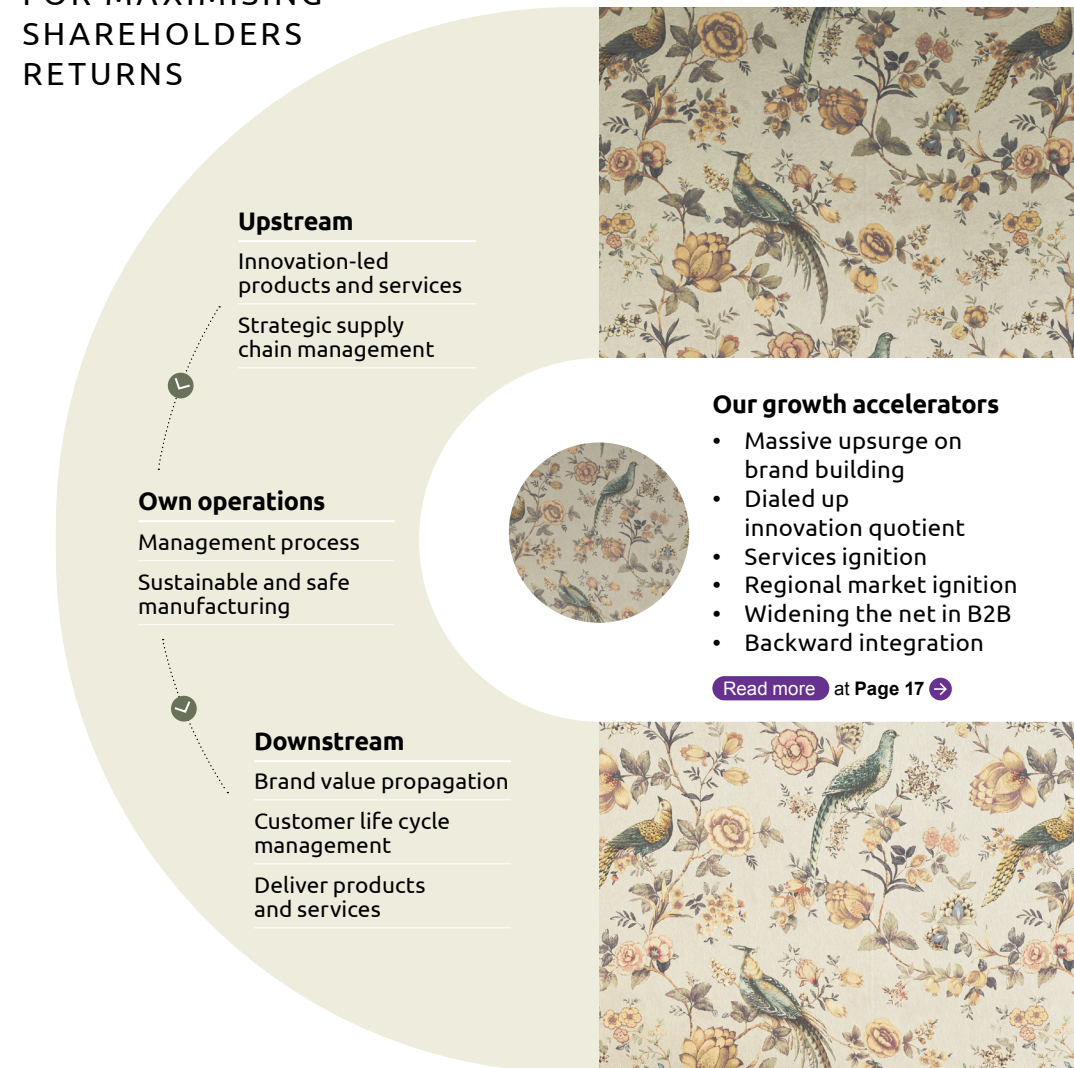
Property, plant, and equipment: **₹6,040.2 Crores**
 In-house installed decorative paint capacity: **2,290,000 KL/ annum**
 Manufacturing facilities (in-house): **13**
 Processing centres (outsourced): **30**

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



OUR VALUES

Standing for each other's success

Creative zeal

Integrity

Audacity

Scientific rigor

Customer passion

SUSTAINABILITY



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

[Read more at Page 112](#)



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

[Read more at Page 134](#)



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

[Read more at Page 182](#)

ADDRESS MATERIAL TOPICS

[Read more at Page 91](#)

- 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

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

[Read more](#) at Page 64 →


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
- Waterproofing Solutions
- Projects
- Wood Solutions
- Beautiful Homes Painting Services
- 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%**