



100 YEARS OF
TRUST

Berger Paints India Limited

Sustainability Report
2024-25



Beyond the Canvas:

Advancing a Sustainable Legacy

Contents

02

About the Report

04

Charting Our Path Forward:
Leadership Perspective

06

About Berger

08

Our Presence

10

Sustainable Building Case
Study: Berger House, Kolkata

15

Economic Performance and
Value Creation

20

Our Stakeholders and
Engagement

22

Materiality: Strategic Priorities
for Berger and Stakeholders

24

Risk Management and
Resilience

26

Alignment with the United
Nations Sustainable
Development Goals (UN SDGs)

30

Governance

44

Technology and
Information Systems

54

Product Stewardship

60

Shaping the Future:
Sustainability- Driven R&D and
Innovation at Berger Paints

66

Materials Stewardship and
Responsible Sourcing

76

Environment

116

Social Dimension

118

Human Capital Stewardship

131

Customer Stewardship and
Responsible Marketing

140

Social Impact and
Community Relations

148

GRI Content Index

Beyond the Canvas

Advancing a Sustainable Legacy

At Berger Paints, every stroke of colour tells a story, and every hue reflects a vision for the future. **Beyond the Canvas embodies our commitment to advancing a sustainable legacy. As we continue to raise the bar of excellence across the organisation, we ensure that this pursuit of excellence extends beyond business outcomes to creating positive impact for the planet and our people.**

Sustainability is not an afterthought; it is a business imperative. Every decision we make, from the materials we select to the processes we refine, contributes to a larger narrative. It is a call to action, urging us to see sustainability as an opportunity to build a legacy that endures for generations. Through robust governance, environmental stewardship and proactive initiatives to empower individuals and strengthen communities, we stride confidently ahead with purposeful innovation. Berger Paints continues to shape a future where creativity, responsibility and sustainability coexist harmoniously. We are a Company of tomorrow — anchored in a strong foundation of trust and driven by a vision that continues to create lasting value for our stakeholders.

About the Report

Our Theme

**Beyond the Canvas:
Advancing a Sustainable Legacy**

In a year marked by economic headwinds and heightened competitive intensity, we chose not to retreat but to reimagine with sustainability at the core of our strategy. Our resilience was reflected not only in strong volume growth and increased market share, but also in our commitment to building a greener, more responsible future.

Our decorative and industrial verticals delivered standout performances through sustainable innovations such as Tank Cool, Roof Cool and Seal and Easy Clean Silky Touch smart solutions shaped by science, customer insights and energy efficiency goals. We strengthened our leadership in eco-friendly waterproofing with bold distribution expansion, while our industrial coatings business grew in alignment with sustainable infrastructure development and ‘Make in India’ priorities.

Digital transformation supported our sustainability journey, with initiatives such as the MyColor App, Salesforce rollouts and AI-led logistics systems reducing resource intensity, improving operational efficiency and enhancing customer experiences.

We also advanced our environmental stewardship by scaling solar-powered plants, offering low-VOC and heavy-metal-free products and adopting bio-briquettes to lower our carbon footprint. Our focus on sustainability-

driven R&D ensures that innovation translates into solutions that are safer for both people and the planet.

With a future-focused team culture, a new headquarters built to symbolise scale and responsibility and our 100-year legacy of continuous innovation, we are poised to make an even greater impact. Our journey is not just about endurance but about embedding sustainability in every step, ensuring long-term value creation for all stakeholders.

For further details on our vision, mission, key focus areas and sustainability initiatives, please visit <https://www.bergerpaints.com/about-us/sustainability>.

Reporting Period

This report provides an overview of Berger’s key focus areas and highlights its performance against material topics across all units within the defined reporting scope, covering the period from 1st April 2024 to 31st March 2025.

Reporting Guidelines

The report has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021 and also incorporates supplementary disclosures aligned to the principles of the United Nations Global Compact (UNGC). A detailed GRI Content Index is provided at the end of the report. Our sustainability performance addresses topics most critical to generating long-term value for the business and its stakeholders. To identify these material topics, we engaged extensively with both internal and external stakeholders and drew insights from ESG frameworks such as the Dow Jones Sustainability Indices (DJSI), Morgan Stanley Capital International (MSCI) and the Sustainability Accounting

Standards Board (SASB). This report has been prepared on a standalone basis, with all data reflecting Berger Paints’ standalone operations, unless specifically stated otherwise. Guided by our sustainability vision, we continue to integrate eco-friendly practices into operations, expand sustainable product offerings and foster a workforce equipped for the future. Through these efforts, we seek to extend our positive impact beyond business boundaries and contribute meaningfully towards the United Nations Sustainable Development Goals (SDGs). The report also adheres to the National Guidelines on Responsible Business Conduct.

Reporting Boundary

The scope of this report includes Berger’s decorative and industrial paints businesses across India. It encompasses all 15 of our manufacturing facilities and operations in India that are under direct operational control. These facilities are spread across the country, including Jammu (Jammu and Kashmir), Sandila (Uttar Pradesh), Howrah and Rishra (West Bengal), Naltali (Assam), Puducherry (Pondicherry), Hindupur (Andhra Pradesh), Goa (Goa), Jejuri and Taloja (Maharashtra). In addition, Berger has 17 subsidiary units located in Nepal, Poland and Russia. However, the operations of these subsidiaries are excluded from the scope of this report.

Governance, Engagement and Transparent Disclosure

Senior leadership is directly engaged in the development and oversight of this Sustainability Report, with the Environmental, Social and Governance Committee providing regular updates to the Board of Directors on all material sustainability topics, performance and emerging risks.

This report has been developed in parallel with Berger’s Annual Report and reflects intensive engagement across the organisation. Its content is anchored to what matters most identified through structured dialogue with all significant stakeholder groups during FY 2024-25, with priority accorded to topics where business impact, stakeholder concern and materiality align. The boundaries of each topic and the scope of associated disclosures have been determined by applying the reporting principles and guidance of the GRI Standards, ensuring that stakeholders receive complete, clear information about how Berger creates and sustains value across environmental, social and governance dimensions.

Feedback

We welcome and value the feedback of our readers, as it helps us continually enhance the quality and relevance of this Report. Your insights and suggestions play a vital role in strengthening our policies, refining our processes and improving our overall performance. We encourage you to share your comments and recommendations with us at the following address:

Berger Paints India Limited

Berger House, 129, Park Street, Kolkata 700 017
Phone: +91 47720400
Please mail us at the following e-mail id to share your views and insights:
E-mail: consumerfeedback@bergerindia.com,
arunitoganguly@bergerindia.com
CIN: L51434WB1923PLC004793

Charting Our Path Forward: Leadership Perspective



As we look ahead, we are expanding into high-potential segments such as Waterproofing and Construction Chemicals — strategic growth drivers that will enhance our portfolio and ensure we remain ahead of the curve, even as new entrants emerge.

Abhijit Roy

Managing Director & Chief Executive Officer



GRI 2-22

Dear Shareholders,

At Berger Paints, sustainability is not an adjunct to our strategy—it is intrinsic to how we think, operate and grow. ESG, for us, goes beyond measurement and compliance; it reflects our responsibility to create enduring value while contributing meaningfully to society and the environment. As we bring colour to aspirations across the country, we remain firmly guided by purpose, driven by innovation and anchored in people-centric progress.

Every milestone we achieve is the outcome of deliberate choices—choices that strengthen governance, deepen social impact and embed sustainability across our operations. Our ESG performance during the year reflects this integrated approach, with tangible progress across priority areas and recognition that positions us ahead of industry benchmarks. We are happy to report ESG excellence at Berger

Paints where we were awarded a score of 64 across ESG parameters by NSE (FY 2025) placing us ahead of our industry peers reflecting our people first practices, disciplined governance and responsible operations. These outcomes reinforce our confidence in building a resilient, future-ready organisation.

Navigating a Dynamic Canvas

India's growth trajectory continues to be underpinned by manufacturing excellence, and we are proud to play a role in this journey. With approximately 1.30 million MT of total paint capacity and production of 759,877 KL in FY 2024-25, Berger Paints ranks among the leading paint manufacturers globally. The commissioning of our Sandila plant marks a significant step forward, enhancing our decorative paint capacity while reflecting our commitment to scale with responsibility.

Scale, however, is only one dimension of our story. What truly makes our journey future-ready is the manner in which we have built it—by embracing automation and advanced technologies, embedding sustainability across operations as well as remaining firmly anchored in innovation and resilience. Our expanding portfolio of water-based and environmentally responsible paints reflects evolving consumer expectations, while focused R&D collaborations continue to advance climate-resilient, high-performance solutions.

Grounded in deep consumer insight and supported by market agility, our innovation has enabled us to navigate a period of subdued demand and heightened competition. Our contribution to India's rail transformation, through collaboration on the Vande Bharat Express by developing specialised fluoropolymer coatings for its bogies, demonstrates the strength of our core business and our preparedness for the future.

Painting the Town Green

Environmental stewardship remains central to our operational philosophy. We continue to lower our carbon footprint by increasing the share of renewable energy in our fuel mix, adopting bio-briquettes and deploying advanced filtration and emission-control systems. These efforts are supported by robust monitoring mechanisms that ensure regulatory compliance, enhance safety and drive continuous improvement.

Our initiatives, such as Project War on Waste, reinforce our commitment to circular economy principles and responsible resource management. Energy conservation programmes, including Urja Shakti and Project Sanchayan, further improve efficiency by lowering specific energy consumption and optimising process performance.

We have integrated MES and EMS to monitor and reduce energy usage on a daily basis. Increased reliance on solar power and biofuels, combined with high-efficiency motors, LED lighting and optimised HVAC systems, enhances plant efficiency. Through fuel diversification, renewable expansion and advanced emission controls, we continue to mitigate environmental impact. Project JAL further supports water stewardship by conserving resources and improving utilisation across our units.

The Jammu unit of Berger Paints developed a community pond under our CER initiative. With a capacity to harvest 4.4 million litres of rainwater, the revitalised site now includes a children's play area and landscaped walkway, creating a vibrant community space. In partnership with the Goa Industrial Development Corporation (GIDC) and our leadership team, we planted the first 15 saplings to initiate the development of an 8,000 m² green belt of native, fruit-bearing trees. By actively involving local communities in nurturing these initiatives, we foster shared responsibility for environmental stewardship.

Giving Wings to Dreams

We believe that sustainable businesses are built by empowered communities. Since 2014, our iTrain Programme has strengthened the painting ecosystem by providing certified training in modern techniques, product knowledge and essential soft skills. Through initiatives such as iTrain-on-Wheels, partnerships with civil society organisations and certifications aligned with national skill standards, we continue to expand access to quality skill development across India.

Equally important is our focus on women's empowerment. Programmes such as Stree Shakti and Tejaswini reflect our commitment to enabling confidence, independence and opportunity for young women and girls. During FY 2024-25, our CSR and CER initiatives reached over 122,897 individuals, supported by an investment of ₹23.97 crore, spanning health, sanitation, education, safety, and environmental stewardship.

Strength Behind Our Performance

When design and innovation come together with purpose, they create outcomes that sustain. The selection of Berger Protecton as a principal supplier for a marquee national infrastructure project reflects the trust placed in our technical capability, execution strength and long-standing expertise across complex applications. It is a recognition of the depth of our core business and our ability to deliver solutions that meet exacting standards.

At Berger, we take pride in protecting legacies, enabling progress and bringing imagination to life. We continuously raise our benchmarks through a culture rooted in transparency, accountability and continuous improvement. For us, true strength lies in integrity—guided by empathy, reinforced by discipline and demonstrated through the courage to evolve and lead responsibly.

Strong governance underpins this commitment. Our Board upholds rigorous governance practices, providing effective oversight of management and safeguarding the interests of all stakeholders. We place the highest importance on nurturing trust across our stakeholder ecosystem. Our Code of Conduct clearly articulates the values that guide our decisions and sets consistent expectations across diverse situations. With a zero-tolerance approach to corruption and unethical behaviour, it serves as a foundational framework for everyone associated with the Company.

Beyond the Canvas

As we look ahead, we are expanding into high-potential segments such as Waterproofing and Construction Chemicals — strategic growth drivers that will enhance our portfolio and ensure we remain ahead of the curve, even as new entrants emerge. Our new upcoming manufacturing facilities at Panagarh and Khordha have been designed with sustainability at their core, enabling greater efficiency while minimising environmental impact.

We approach the future with ambition and confidence, prepared to shape the next chapter through innovation and opportunity. Embracing change remains fundamental to our philosophy. As a future-ready organisation, we are well positioned to respond to emerging challenges and opportunities alike. We move beyond the canvas—embedding environmental responsibility, empowering communities and upholding integrity in an ever-evolving landscape.

I would like to conclude by expressing my sincere gratitude to our partners, customers and investors for their continued trust and support.

With best wishes,

Abhijit Roy

Managing Director and Chief Executive Officer

About Berger

Sustainability at the Core

Sustainability is fundamentally about balance, ensuring that what we draw from nature is responsibly replenished through conscious and responsible actions. A truly sustainable business integrates environmental stewardship and social accountability while continuing to create enduring value for all stakeholders. This balance transforms profitability into a purpose-driven pursuit anchored in responsibility. At Berger, our vision is to uphold this equilibrium and evolve into a planet-positive organisation, one that respects ecological boundaries while delivering meaningful impact for society.

Our Legacy

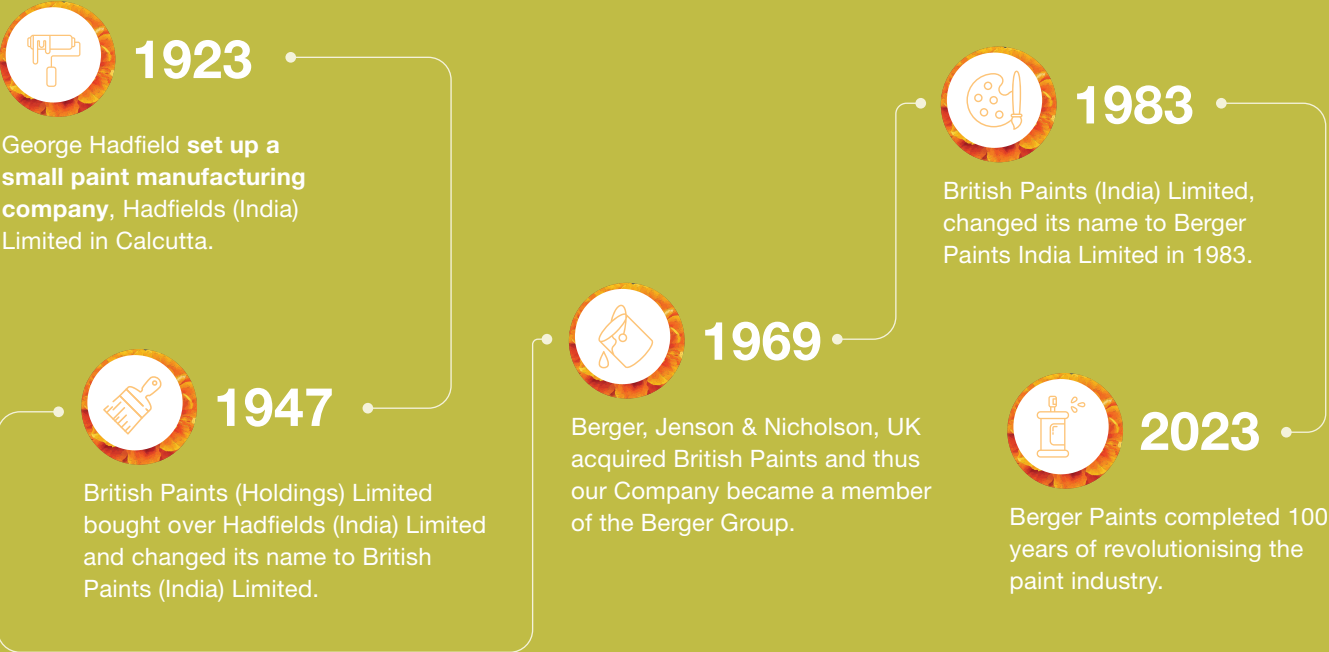
Berger Paints’ journey began in 1923 and over the years, we have grown into one of India’s foremost paint manufacturers. Today, we employ 14,480 people, including employees and workers and have established ourselves as the second-largest paint Company in India, the fourth-largest in Asia and among the top 15 paint companies globally by revenue.

Headquartered in Kolkata, West Bengal, our legacy can be traced to George Hadfield, who founded a modest paint manufacturing facility along the Hooghly River in Howrah. This site, India’s oldest operational

paint factory, began operations as Hadfields (India) Limited, producing paints, varnishes and distempers that laid the foundation for a century-long journey of growth and trust.

In 1983, we adopted the name Berger Paints India Limited (BPIL). This milestone represented more than a change in identity; it signified a strategic shift. The establishment of the Retail Business Line (RBL) and the Industrial Business Line (IBL) enabled sharper focus on customer needs, enhanced service delivery and more agile response to diverse market needs.

A Legacy of Trust and Innovating Future



Over the past century, Berger Paints has played a prominent role in painting Indian homes, fulfilling aspirations and spreading joy across generations of stakeholders. Innovation is our catalyst, propelling growth, shaping new possibilities and enabling us to create lasting impact in our customers’ lives. As a trusted leader with a growing global presence, we continue to set industry benchmarks while upholding our values of quality, reliability and customer satisfaction.

GRI 2-1, GRI 2-6, GRI 2-7

Our Vision

To emerge as the most esteemed Indian company specialising in paint and coating solutions, globally acknowledged for its exceptional competencies.

Our Mission

To maximise shareholder value through the continuous development and delivery of innovative, top-tier solutions for our customers, consistently surpassing industry benchmarks and fostering a dynamic and challenging work environment for our employees.

Here are some interesting facts about us:

Berger Achievements



Since commencing our journey in 1923, Berger Paints has built a vibrant legacy across India. Transforming spaces and enhancing everyday living have been central to our story, driven by a spirit of ceaseless innovation that challenges conventions, exceeds global standards and reinforces the trust we have earned over decades.

Our Presence

Berger Paints has established a well-diversified manufacturing presence across India, supported by state-of-the-art facilities strategically located to serve diverse regional markets. Our operations span multiple states, with both Berger Paints and British Paints units contributing to our robust production capabilities. This strong manufacturing base enables operational resilience, supply efficiency and proximity to key markets, while ongoing capacity augmentation initiatives position us to meet growing demand and support future expansion.

15

Domestic paint manufacturing units
(Berger and British Paints division)



Manufacturing Locations (India)

- Jammu^
- Sikandrabad
- Sandila
- Howrah
- Rishra
- Nalbari
- Naltali
- Puducherry
- Hindupur**
- Goa
- Jejuri
- Taloja



International paint manufacturing facilities spread across

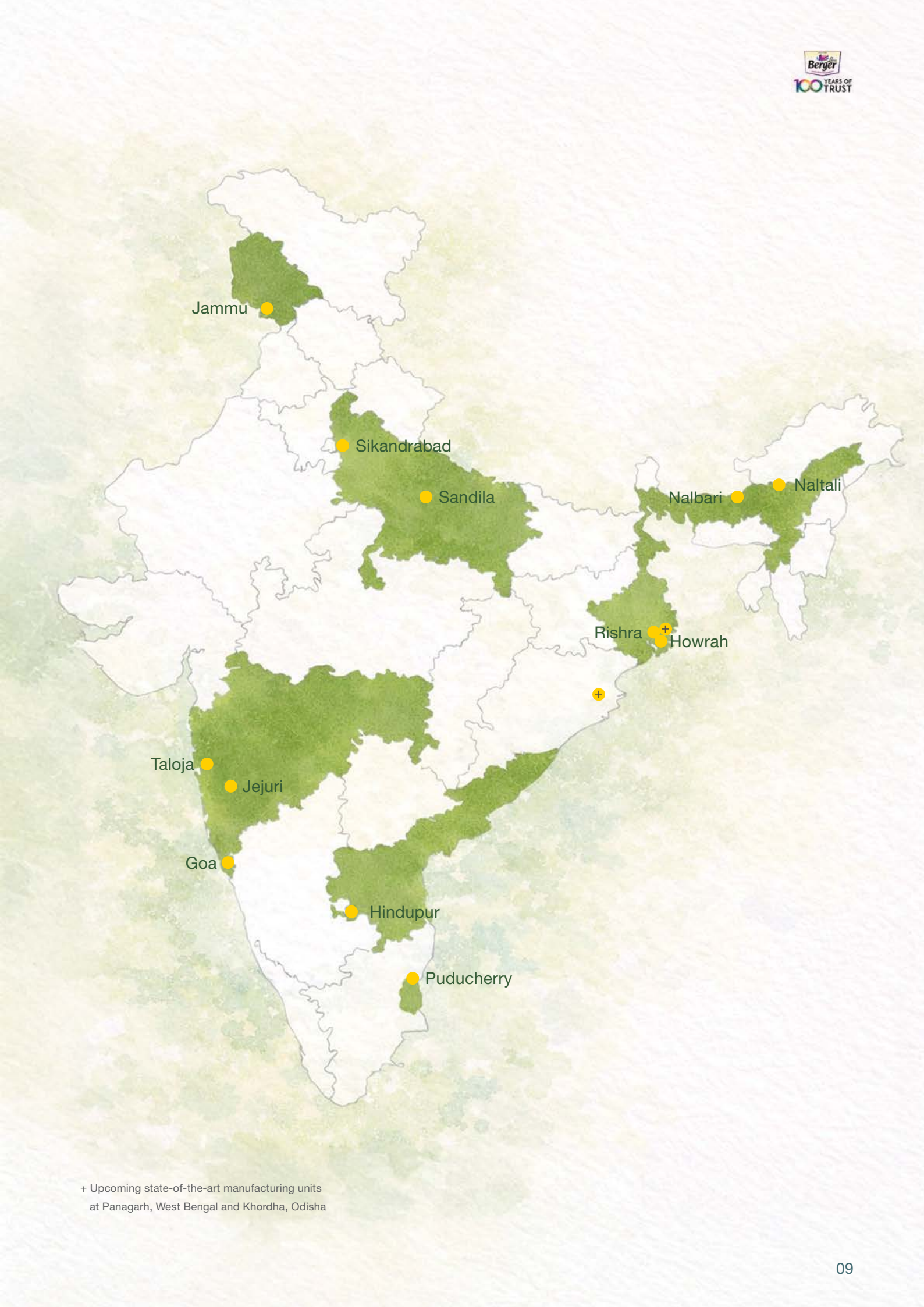
Nepal, Poland and Russia

Memberships and Associations⁴

- Bengal Chamber of Commerce and Industry (BCC & I)
- Confederation of Indian Industry (CII)
- Indian Paint Association (IPA)

State National

[^] Jammu has 3 factories, one of which is of British Paints division
^{**} Hindupur has 2 factories, one of which is of British Paints division



+ Upcoming state-of-the-art manufacturing units at Panagarh, West Bengal and Khordha, Odisha

Sustainable Building Case Study: Berger House, Kolkata

A Vision for
Responsible
Corporate Leadership

A Living
Manifestation of
Sustainable Design
and Environmental
Consciousness

Berger Paints' new corporate headquarters in New Town, Kolkata—**Berger House**—embodies the seamless integration of architecture, technology and sustainability. Conceived as a dynamic green building, it reflects Berger's unwavering commitment to environmental stewardship, energy efficiency and occupant well-being. More than a workplace, Berger House functions as a living ecosystem where functionality, innovation and sustainability coexist in harmony.

Designed as a climate-responsive structure, Berger House reimagines the contemporary urban workplace through sustainability-led design. Its orientation follows solar geometry to maximise natural daylight while minimising heat gain. Thoughtfully planned courtyards, double-brick insulation and shaded façades create a naturally cooler indoor environment, reducing reliance on conventional energy sources while enhancing comfort.

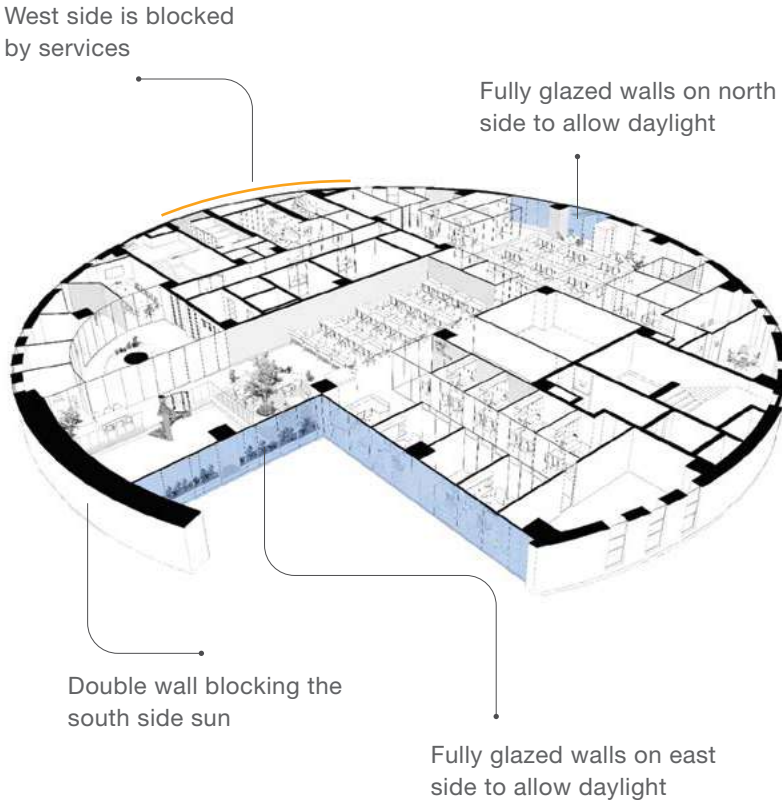


The result is not merely a reduced carbon footprint, but a richer, more human-centric workplace experience.

Climate-Responsive Architecture and Passive Design Excellence

Berger House leverages Kolkata's climatic conditions through intelligent passive design strategies that significantly lower cooling loads and elevate indoor comfort.

- ▶ The south and west façades, exposed to intense solar radiation, are tightly perforated and protected by double-brick walls to limit heat ingress.
- ▶ The north and east façades remain more open, with large glazed frames that invite diffused daylight while maintaining thermal balance.
- ▶ Low-E double glazing further minimises heat ingress without compromising natural daylight.



Double Wall with Strategic Openings

The building incorporates double brick walls with an intervening air gap, complemented by a central courtyard, to significantly reduce heat gain and enhance natural ventilation. This configuration promotes the stack effect, allowing warm air to rise and escape naturally, an effective response to Kolkata's hot and humid climate.

Natural Illumination and Light Engineering

Berger House is meticulously designed using detailed solar path analysis to regulate the quality and intensity of natural light within interior spaces. This analytical approach ensures the admission of diffused daylight while minimising glare and excessive heat gain that can compromise comfort and energy performance. Beyond efficiency, it creates a dynamic interplay of light and shadow that evolves throughout the day, enriching the spatial experience.



Indoor Air Quality Enhancement

A healthy indoor environment is supported through the installation of high-efficiency air filtration systems within the HVAC systems. These filters effectively reduce particulate matter and indoor pollutants, ensuring the circulation of clean, fresh air across workspaces.

Acoustical Design

Acoustic comfort has been prioritised through the use of double-wall construction and double-glazed structural façades that limit external noise ingress. Internally, walls are insulated with rock wool, while strategically placed sound-absorbing panels minimise sound transmission, creating a quieter and more productive work environment.

Barrier-Free Planning

The design adheres to universal accessibility standards, ensuring inclusion across the campus. Dedicated accessible parking, ramps and barrier-free restrooms have been integrated to enable ease of movement and equitable access for people with disabilities.

Overflowing Green (Internal)

A vertical green lung serves as the building's light well, air shaft and communal hub. Lush with oxygen-generating plants, it improves indoor air quality, regulates humidity and enhances indoor environmental comfort, while creating a shared space that connects people with nature within the built environment.



Overflowing Green (External)

The building's exterior is gently sculpted through a series of cascading green terraces, each adorned with trees, shrubs and wildflowers native to Bengal. Accessible from every floor, these terraces seamlessly extend the workplace into the outdoors. They offer flexible settings for spontaneous meetings, quiet reflection or collaborative work, allowing occupants to engage with nature while remaining connected to their daily activities.

Key Sustainable Features



Water Wisdom: Every Drop Reused

Water conservation is integral to the building's design philosophy, with systems planned to optimise use, reuse and recharge.



Rain Water

Rainwater harvesting is one of the building's main sustainability features. A major portion of rainwater falling on the structure is captured and channelled through a rain chain that guides water from one floor to another before being collected in a dedicated pit. Most part is stored and reused for irrigation and flushing, while excess water is directed to recharge the groundwater aquifer.



Low Flow Fixtures

To promote water conservation, low-flow faucets, showerheads and WCs have been installed throughout the building. These fixtures deliver optimal performance while significantly lowering water consumption, thereby reducing the overall water footprint without compromising user comfort.



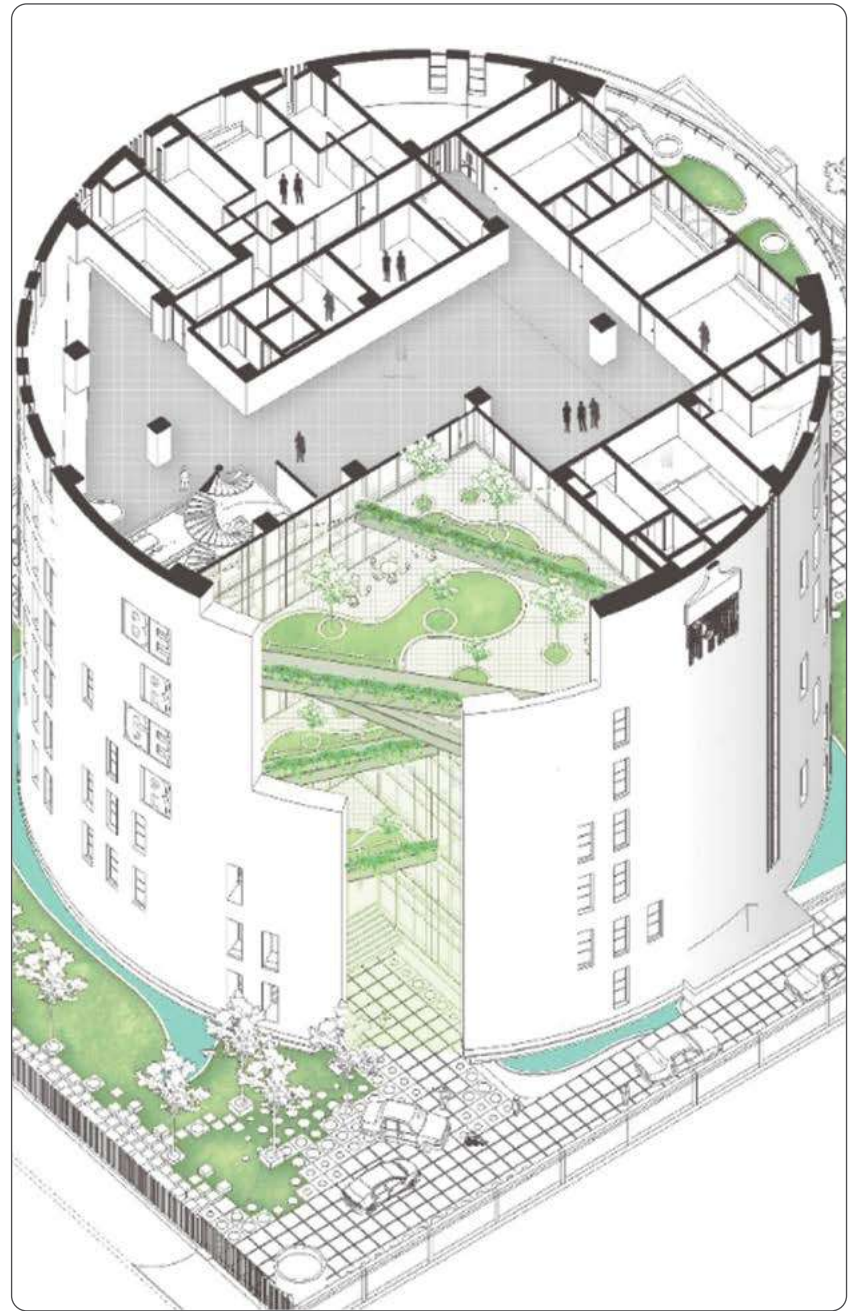
Water Metering and Drip Irrigation

Dedicated water meters enable continuous monitoring of consumption and facilitate early detection of leakages. In landscaped areas, a drip irrigation system delivers water directly to plant roots, minimising evaporation losses.



Energy Efficiency and Renewable Power

Energy efficiency forms the backbone of Berger House's operational performance, guiding every decision towards responsible resource use and long-term sustainability.





Solar Panel

A state-of-the-art rooftop solar power plant harnesses renewable energy to meet a significant portion of the building’s electricity demand. By generating clean, sustainable power on-site, Berger House reduces its dependence on conventional power sources and lowers its carbon footprint.

Lighting Management System

An advanced DALI-enabled dimmable lighting system, integrated with occupancy sensors and the Building Management System (BMS), ensures optimal energy usage. Lights automatically respond to occupancy and available daylight, minimising energy wastage while enhancing comfort across workspaces.

Heat Island Reduction

To mitigate urban heat gain, the building incorporates green

landscaped areas, pergolas and vegetated roof terraces. These features lower surface temperatures, reduce HVAC loads and improve outdoor comfort levels.

Heat Recovery Wheel

A heat recovery wheel integrated into the ventilation system captures energy from exhaust air to pre-condition incoming fresh air. This significantly reduces cooling and heating loads.

Waste Management System

Berger House follows a comprehensive waste management strategy with segregated dry and wet waste bins on every floor, supported by an on-site organic waste composter. This reduces landfill waste while encouraging recycling and composting practices among occupants.



These measures deliver a double dividend - lower operational costs and a reduced environmental footprint.



Economic Performance and Value Creation

Economic Performance

Berger Paints India Limited delivered a resilient financial performance in FY 2024–25, demonstrating its ability to generate sustainable economic value while strategically investing in long-term climate action, employee well-being, community development and innovation. On a standalone basis, our Company created and retained robust economic value, reinforcing its position as a financially disciplined, stakeholder-centric organisation. The disclosures that follow are aligned with GRI 201 standards and articulate how we create, distribute and retain value in a responsible and transparent manner.

Direct Economic Value Generated and Distributed

Value Creation and Stakeholder Distribution

On a Standalone basis, Berger Paints generated ₹10,291.43 Crores in direct economic value in FY 2024-25, reflecting a 2.30% increase over ₹10,060.37 Crores in FY 2023-24. This value was strategically distributed across multiple stakeholder groups, including operations, employees, capital providers, government and communities, while a substantial portion was retained to support reinvestment, resilience and sustainable growth.

Economic Value Generated (Standalone)

Financial Metrics Comparison			
Metric	Revenues from Operations	Other Income	Total Revenue (Direct Economic Value Generated)
FY 2024-25 (₹ Cr)	10,169.22	122.21	10,291.43
FY 2023-24 (₹ Cr)	10,002.93	57.44	10,060.37

Economic Value Distributed

₹9,655.14 Crores of the value generated was distributed to key stakeholder groups, demonstrating Berger Paints’ commitment to creating shared value across its ecosystem.

Stakeholder	Distribution (₹ Cr)	Year-on-Year Change	Description
Operating Costs	8,231.90	1.19%	Money to run and maintain business
Employee Wages and Benefits	605.50	12.70%	Salaries, wages and benefits paid
Providers of Capital	443.04	8.58%	Dividend and interest payments
Government	351.41	3.06%	Taxes and other government payments
Communities	23.29	12.02%	Investments in local community development
Total Economic Value Distributed	9,655.14	2.26%	Total

GRI 201, GRI 201-1

Key Insights on Stakeholder Value Distribution

Suppliers and Supply Chain Partners:

Operating costs of ₹8,231.90 Crores constituted the largest share of value distributed, accounting for 85.3% of total value. This reflects Berger Paints' reliance on a robust and extensive supply chain network.

Employee Empowerment

Employee wages and benefits increased by 12.70% to ₹605.50 Crores, significantly outpacing revenue growth. This underscores our Company's commitment to workforce well-being, skill development and competitive compensation. The spend includes provident fund contributions of ₹29.84 Crores, share-based payments of ₹6.12 Crores and comprehensive health and wellness programmes supporting over 14,000 direct employees.

Shareholder Returns

Payments to providers of capital, including dividends, amounted to ₹443.04 Crores, representing an 8.58% year-on-year increase. The proposed dividend of ₹3.80 per share (compared to ₹3.50 in FY 2023-24) reflects the Board's confidence in sustained profitability and cash generation. A dividend payout ratio of 43.3% balances shareholder returns with the need to reinvest in future growth.

Government Contributions

Payment to governments in India totalled ₹351.41 Crores, up 3.06% year-on-year, comprising income taxes, GST and other statutory levies. These contributions support nation-building efforts and the delivery of public services across Berger Paints' operating footprint.

Community Investment

CSR expenditure increased by 12.02% reaffirming our Company's commitment to social development, environmental stewardship and community empowerment. Key initiatives, including the iTrain programme, healthcare initiatives and environmental conservation projects, benefitted over 1.2 lakh individuals across more than 300 locations.

Economic Value Retained

Berger Paints retained ₹636.29 Crores of the value generated in FY 2024-25, representing a 2.88% increase over ₹618.47 Crores in the previous year. This retained economic value was strategically deployed to strengthen long-term resilience and growth through:

Capital Expenditure	Debt Reduction	Innovation and R&D	Strategic Reserves
₹429.44 Crores invested in capacity expansion, automation and infrastructure modernisation.	Maintenance of a net cash position of ₹689.2 Crores, demonstrating disciplined financial management.	Continued investment in product development and sustainability-driven innovation.	Creation of buffers to navigate market volatility and support opportunistic investments.

Financial Implications and Risks Due to Economic Activity

Berger Paints recognises that its economic activities generate both tangible financial outcomes and broader economic risks, which require continuous monitoring and proactive management.

Revenue Stability and Market Dynamics

Our Company's standalone revenue of ₹10,291.43 Crores in FY 2024-25 reflects a modest 2.3% growth amid a challenging operating environment. Performance during the year was impacted by several external headwinds, including muted consumer demand during the general elections in Q1, extended monsoons that disrupted construction and painting activities, as well as intensified competitive intensity to pricing pressures across segments. Additionally, a shift in product mix towards high-volume, lower-margin categories, such as texture paints, tile adhesives and admixtures, impacted overall price realisation.

Despite these headwinds, Berger Paints demonstrated operational resilience through strategic portfolio diversification. Protective coatings recorded double-digit growth, automotive and construction chemicals delivered robust performance and decorative paints sustained market leadership, underscoring the effectiveness of our diversified business model.

Cost Structure Volatility

Operating costs of ₹8,231.90 Crores are subject to multiple volatility factors. While raw material prices moderated during FY 2024-25, they continue to be sensitive to global commodity price movements and geopolitical tensions, posing ongoing supply chain risks. Energy-related costs were partially mitigated through an investment in clean energy initiatives. With renewable

energy accounting for 18.5% of total consumption, combined energy efficiency measures generated cost savings of ₹8.39 Crores during the year, reinforcing the alignment between environmental responsibility and cost optimisation.

Logistics represent another variable cost component, with freight and forwarding expenses amounting to ₹587.17 Crores. These costs remain sensitive to fuel price movements and global trade dynamics. Our Company manages these risks through route optimisation, expansion of its distribution network and the deployment of technological solutions.

Financial Resilience

Berger Paints maintained strong financial resilience during the year, supported by:

Liquidity Management: Net cash of ₹689.17 Crores and a Debt-to-EBITDA ratio of 0.34, providing strategic flexibility.

Profitability: Gross margins sustained at 41.4% at the Group level despite pricing pressures, with a PAT margin of 10.2%, reflecting operational discipline.

Return on Equity (ROE): Group-level ROE of 20.5%, demonstrating efficient capital utilisation.

Credit Rating: Maintenance of a AAA credit rating, signalling strong market confidence in our financial stability.

Defined Benefit Obligations and Employee Pension Schemes

Berger Paints is committed to safeguarding employees' long-term financial security through comprehensive defined benefit pension and gratuity schemes, designed to ensure stability, dignity and confidence in post-retirement years.

Gratuity Scheme (Funded)

Our Company operates a funded gratuity scheme for all eligible employees, with actuarial valuations conducted annually. As of March 31, 2025:

₹65.31 Crores
Present Value of Obligation

₹59.25 Crores
Fair Value of Plan Assets

₹6.06 Crores
Liability Recognised

₹4.94 Crores
Contribution during FY 2024-25

During FY 2024-25, a net remeasurement loss of ₹0.91 Crores (before tax) was recognised, with a post-tax impact of ₹0.22 Crores. This reflects changes in demographic and financial assumptions and has been accounted for through Other Comprehensive Income (OCI), ensuring transparent reporting of actuarial gains and losses. Regular contribution strategy supports the scheme's ability to meet employee benefit obligations as an ongoing basis.



Superannuation and Employee Benefit Trusts

In addition to the gratuity scheme, Berger Paints contributed ₹2.32 Crores to superannuation funds and employee benefit trusts during FY 2024-25. These contributions enhance post-retirement financial security for eligible employees and reinforce Berger Paints' approach to employee welfare.

Actuarial Governance

All pension and gratuity scheme valuations are conducted by independent actuaries, with assumptions reviewed and validated annually. Funding adequacy is periodically assessed to ensure long-term solvency and benefit security. Detailed actuarial assumptions, sensitivity analyses and related disclosures are provided in the audited financial statements, providing stakeholders with full transparency on employee benefit obligations and associated risks.



Financial Assistance Received from Government

In FY 2024-25, Berger Paints received government subsidies amounting to ₹38.46 Crores under approved incentive schemes and policy packages of various State Government and the Government of India. These subsidies were:

Disclosed Transparently: Recognised as part of other operating revenue in the financial statements.

Strategically Utilised: Primarily deployed to support eligible manufacturing units located in designated industrial areas.

Performance-Based: Linked to the achievement of benchmarks relating to investment, employment generation and sustainability commitments.

Fully Compliant: Received in strict adherence to the terms, conditions and regulatory requirements of the respective schemes.

Other Financial Assistance: Apart from the above subsidies, our Company did not receive any other significant financial assistance, either monetary or in-kind, from governments authorities in India or overseas during the year. Berger Paints has not entered into any sovereign loan arrangements or special government financing programmes.

Benefiting Units

Manufacturing facilities across multiple states benefitted from these schemes, supporting our Company's capacity expansion and modernisation initiatives. These investments also contribute to regional economic development under 'Make in India' programme and state-level industrial promotion initiatives.

Indirect Economic Impacts and Community Prosperity

Beyond direct economic value, Berger Paints generates substantial indirect economic benefits through:

Employment Generation and Skill Development

Berger Paint's economic footprint extends well beyond its direct workforce. We employ over 14,000 people, with average wages 35-40% above industry standards, creating high-quality and stable employment opportunities. Beyond direct employment, we have inducted more than 1,44,000 new painters during FY 2024-25, supporting livelihoods across India's largely informal painting workforce.

Our flagship iTrain skill development programme conducted over 9,000 workshops during the year, benefitting more than 1,50,000 participants across 300+ locations. By raising professional standards, and improving livelihoods, these initiatives generate multiplier effects that extend to families, communities and local economies.

Supply Chain Development

Berger Paints maintains a robust supplier network comprising over 10,000 micro, small and medium enterprises (MSMEs), supported through direct procurement and technical partnerships. In FY 2024-25, 85.75% of raw materials were sourced from sustainable and certified suppliers, reinforcing the alignment between economic development and environmental responsibility.

Our Company's payment practices adhere to the MSME Delayed Payments Act, with average payment cycles of 45-60 days. These timely payments provide critical working capital support, enabling supplier resilience, profitability and growth.

Consumer Value and Product Innovation

During the year, we launched 38 new products, including multiple GREENGUARD Gold Certified offerings that meet stringent international environmental standards. All products are free from lead, chrome and mercury, with low or very low VOC levels, protecting consumer health while expanding choices. A strategic focus on value-for-money offerings in mass-market segments has helped democratise premium paint quality, making superior performance and sustainability attributes accessible to a wider consumer base.

Retail and Distribution Expansion

In FY 2024-25, Berger Paints opened 573 Berger Paints Exclusive Stores, generating retail employment and enhancing last-mile market access. With a nationwide footprint of over 59,000 retail touchpoints, our Company supports distributor networks and dealer profitability, sustainability livelihoods for tens of thousands of retailers and their families. The installation of 62,338 Colour Bank Machines has further enhanced service efficiency, reduced transaction costs and enabled technology-driven employment opportunities.

Sustainability Integration in Economic Performance

Berger Paints' economic performance is intrinsically linked to environmental and social sustainability, demonstrating the principle that profitability and responsibility are mutually reinforcing. A clean energy investment of ₹2.50 Crores in solar and renewable energy infrastructure was complemented by strong resource efficiency outcomes in FY 2024-25, including the recycling of 37,811 KL of water and 758 MT of waste. Sustainability initiatives generated energy cost savings of ₹8.39 Crores during the year, clearly demonstrating that environmental stewardship and financial performance advance together.



Our Stakeholders and Engagement

Building Trust Through Structured Dialogue and Value Creation

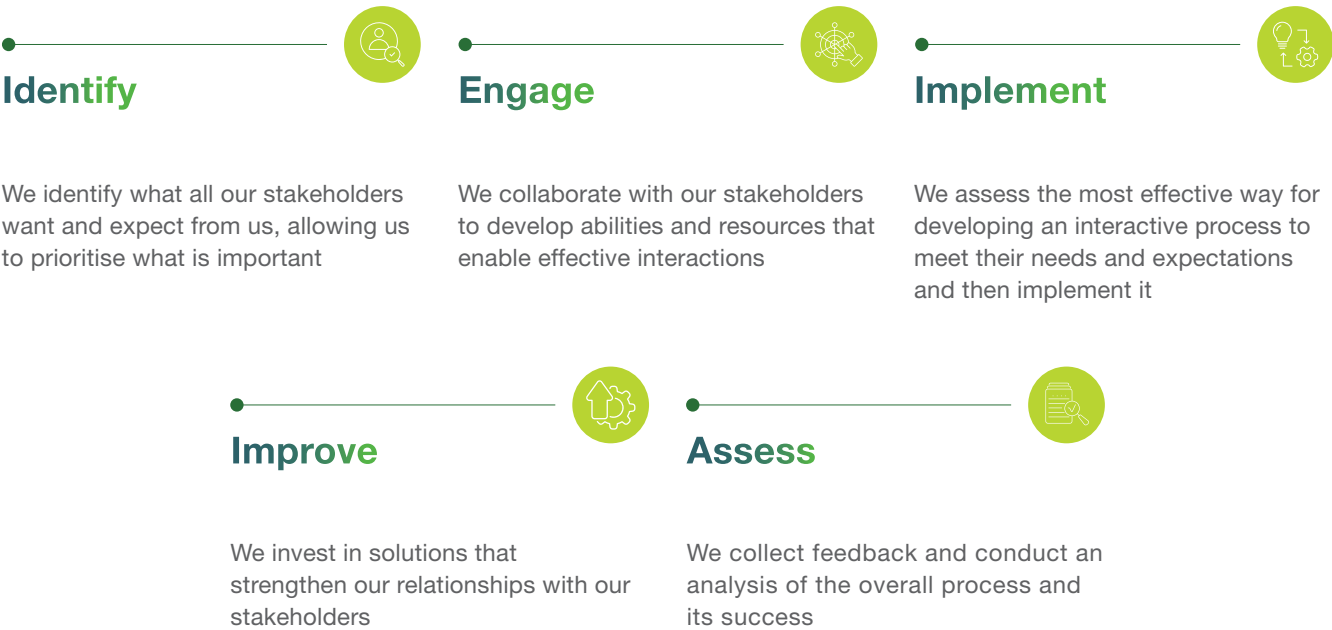
At Berger Paints, we prioritise stakeholder inclusivity through structured engagement with investors, communities, regulators, employees and suppliers. During FY 2024–25, we received 14 investor grievances, all of which were resolved within the year, with no cases pending at year-end. This reflects our strong emphasis on responsiveness and trust-building across stakeholder groups.

Stakeholder engagement is not a periodic exercise, it is foundational to how we shape our strategy, mitigate risks and create shared value. We recognise that diverse stakeholder perspectives, spanning employees and customers to regulators and communities, are vital

for strengthening trust and sustaining long-term growth.

Our engagement framework is structured, continuous and inclusive and is embedded across day-to-day operations, formal governance processes and sustainability

dialogues. The Board and senior leadership receive periodic updates on material concerns and stakeholder feedback, ensuring that insights are translated into actionable business decisions.



Rigorous stakeholder engagement is carried out as reflected in the following table

Financial Metrics Comparison			
Stakeholders	Key Concerns	Engagement Activities	Value Created
Investors	Returns, Long-term goals, Sustainable growth, Disclosures, Governance	AGM, Quarterly reports, Webinars, Higher dividends	₹10.13 EPS
Communities	Health/hygiene, Skilling, Water, Empowerment	CSR projects, Volunteering, Donations	₹1.2 Lakh+ beneficiaries
Customers	Value for money, Experience, Innovation, Safety, Services	Satisfaction surveys, Loyalty Programmes, Personalisation marketing, Digitalisation	~59,000 touchpoints
Suppliers	Fair dealing, Timely transactions, Ethics, Integration	Sustainable sourcing, Joint innovation, Development programmes, ESG awareness	ESG initiatives rolled out
Employees	Safety, Learning, OHS, Growth, Diversity, Recognition	Training programmes (2,105), Well-being initiatives, Recognition	2,105 training programs
Regulatory Bodies	Compliance, Alignment, Sustainability	Compliance reporting, Industry engagement, Policy advocacy	₹386 Cr taxes paid
Influencers	Collaborations, Branding	Partnerships, Social media, Events	~1.44 Lakh new Painters

Our stakeholder engagement approach is designed as a value ecosystem, rather than a transactional model.

We engage with stakeholders to understand expectations, integrate insights into strategy, translate them into action and measure outcomes to continuously strengthen trust and performance. This ensures that engagement is not episodic, but embedded in how Berger Paints creates, distributes and sustains value across economic, social and environmental dimensions.



Materiality: Strategic Priorities for Berger and Stakeholders

Recognising what matters most to our stakeholders and our business lies at the core of our approach. By identifying shared priorities and understanding their implications for long-term value creation, we ensure that our strategy remains focused, our resources are effectively allocated and our ambitions are pursued with clarity and purpose.

Assessing the significance of impacts

In the previous step, we identified negative and positive impacts, which we further assessed based on stakeholder engagement to identify the scale (severity), scope (how widespread the impact is/ could be), irremediability (how difficult it is to remedy) and likelihood (chances/ frequency of each impact as relevant).

Identification of material topics for assessment

We identified material topics relevant to the business through global standards and frameworks and assessment of peers operating in the sector.

Prioritisation of material topics and development of materiality map

Drawing insights gathered through stakeholder engagement, we grouped impacts and prioritised material topics to arrive at the key material topics for Berger Paints.

Identification of impacts

Our Company's negative and positive impacts were identified through sector-specific impacts, geographical presence, operating context, an overview of our stakeholders and the nature of our business based on publicly available information.

Materiality matrix:



Material topics



Environment

- 1 Air emissions
- 2 Water and wastewater
- 3 Energy
- 4 Waste management
- 5 Material handling
- 6 End of life management of product / Life cycle assessment / Sustainable product portfolio / Product innovation and stewardship
- 7 Supply chain sustainability
- 8 Environmental compliance
- 9 Biodiversity
- 10 Climate change
- 11 Management of hazardous chemicals



Social

- 12 Labour management and relations
- 13 Process safety
- 14 Employee education and training
- 15 Consumer satisfaction
- 16 Community relations
- 17 Human rights
- 18 Diversity, inclusion and equal opportunity
- 19 Customer health and safety
- 20 Occupational health and safety



Governance

- 21 Business ethics, compliance and transparency
- 22 Innovation and R&D
- 23 Economic performance
- 24 Marketing and labelling
- 25 IT and cyber security
- 26 Market presence / Business growth
- 27 Indirect economic impacts
- 28 Risk management
- 29 Talent acquisition and employee engagement

Risk Management and Resilience

At Berger Paints, we view risk management not as a defensive measure, but as a strategic enabler of resilience and growth. Operating in a dynamic environment shaped by raw material volatility, global trade disruptions, intensifying competition and evolving regulatory landscapes, we recognise that a robust risk management framework is essential to sustaining long-term value creation.

Our Enterprise Risk Management (ERM) framework, approved by the Board and anchored through the Business Process and Risk Management Committee, serves as an early warning system and a strategic decision-making compass. It enables the continuous identification, assessment and prioritisation of risks, including climate change, cybersecurity, supply chain continuity and financial exposure, allowing us to respond with foresight rather than reaction.

Our approach to risk is holistic and adaptive. We actively monitor climate-related risks and embed energy transition strategies into our operations, including investments

in renewable energy, which accounted for 18.5% of total energy consumption in FY 2024-25 and initiatives that delivered a 14.41% improvement in energy intensity. These measures enhance regulatory readiness and cost competitiveness. On the technology front, state-of-the-art IT security systems, periodic cyber audits fortify our digital resilience. Business continuity plans across manufacturing facilities and logistics networks further safeguard supply reliability and operational stability.

Risk ownership is cascaded across leadership levels, reinforcing accountability across

the organisation. Mitigation measures and risk indicators are reviewed periodically by the Audit and Business Process & Risk Management Committees, ensuring that risks are not only identified but actively transformed into opportunities for operational efficiency, product innovation and market leadership.

Ultimately, Berger Paint's risk philosophy is anchored in prudence with agility, protecting today's value while preparing for tomorrow.

Risks and Opportunities

Emerging Risks

Anticipating Tomorrow's Challenges Today

As businesses operate in an increasingly complex and rapidly evolving environment, Berger Paints recognises the importance of identifying and proactively addressing emerging risks that may not yet be fully material but require strategic oversight and robust governance.



Emerging Risk 1: Artificial Intelligence (AI) and Emerging Technologies

Key Risk

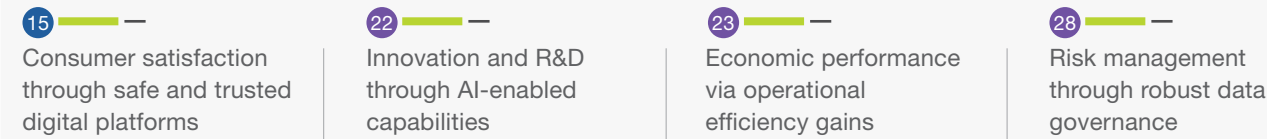
The rapid proliferation of artificial intelligence and emerging technologies introduces new vulnerabilities, including data security breaches, algorithmic bias, unauthorised data access and potential misuse if not properly governed.

Mitigation Measures

We adopted AI strategically as early as 2022, supported by a strong governance and control framework. Access to generic AI systems such as ChatGPT and Gemini is restricted through a Security Web Gateway (SWG), allowing use only via authenticated and approved channels. API-level controls, including ZTNA, CASB and SWG, ensure that only trusted applications can communicate externally, while unapproved systems such as DeepSeek AI are blocked. Comprehensive audit tracks monitor all user and developer access.

AI is deployed responsibly across our operations to enhance efficiency and customer experience. Key applications include the MyColor App, with over 3 Lakh downloads enabling customer visualisation, Salesforce Einstein for lead prediction, AI-powered content creation and automation initiatives across recruitment and invoice processing. Each deployment maintains security guardrails while capturing innovation value.

Linkage to Material Issues



Emerging Risk 2: Evolving Cybersecurity Threats and Data Vulnerabilities

Key Risk

The cybersecurity threat landscape continues to evolve, with sophisticated attack methods such as ransomware, phishing and advanced persistent threats. A data breach could compromise intellectual property, customer information and operational continuity, affecting financial performance and stakeholder trust.

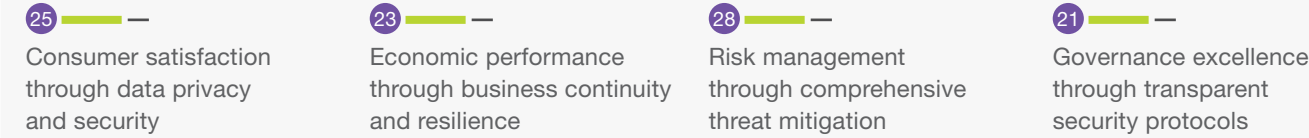
Mitigation Measures

We maintain a multi-layered cybersecurity defence architecture. Next-generation cyber-intelligent security solutions protect all servers, while automated security patch management addresses vulnerabilities in real-time. A Zero Trust Architecture ensures every access request is verified and advanced email security systems block phishing, spoofing and malware attacks. Continuous employee awareness programmes, including regular training and Friday Flyer communications, reinforce a culture of cyber vigilance.

Data resilience is enforced through robust backup and recovery protocols for both on-premises data centres and cloud-hosted ERP systems. Endpoint backups are enabled through OneDrive, while an active-passive site architecture for Oracle eBusiness Suite supports rapid recovery. External drives and unauthorised data upload sites are blocked. Annual Vulnerability Assessment and Penetration Testing (VAPT) audits conducted by independent experts validate the effectiveness of all security controls.

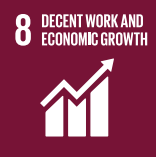
Achievement: We have recorded zero cybersecurity incidents for three consecutive years, from FY 2022-23 through FY 2024-25.

Linkage to Material Issues



Alignment with the United Nations Sustainable Development Goals (UN SDGs)

Description	Berger Paints Initiatives	UN SDG
 Good Health and Well-being	▶ Low-VOC, APEO-free, lead-free, and heavy-metal-free product formulations that improve indoor air quality. ▶ Strong Occupational Health and Safety programmes: proactive risk controls, plant-level safety audits, electrical safety drives, health camps, and 91 % employee OHS training coverage. ▶ Behaviour-based Safety (BBS), LOTO, confined-space management, emergency response systems, and structured incident investigations. ▶ Customer safety through transparent MSDS, complaint resolution systems, and safe-use education.	
 Quality Education	▶ Skill-building for local youth through painter training academies and vocational upliftment programmes. ▶ Supplier and partner ESG capability development through Value Chain Outreach programmes. ▶ Employee upskilling through structured technical training, leadership development, and digital learning platforms.	
 Gender Equality	▶ Policies ensuring equal opportunity, non-discrimination, and safe workplaces. ▶ Increased representation of women across manufacturing, offices, and training programmes. ▶ Anti-harassment mechanisms and POSH training for employees and workers.	
 Clean Water and Sanitation	▶ Zero Liquid Discharge (ZLD) adoption in key units. ▶ Project Jal' for water reuse, recycling and freshwater reduction. ▶ Robust wastewater treatment: ETP optimisation, reuse loops and plant-level water conservation metrics.	

Description	Berger Paints Initiatives	UN SDG
 Affordable and Clean Energy	▶ Renewable energy integration across operations - solar installations, clean-energy procurement and efficiency projects. ▶ Energy-efficient product innovations such as cool roof coatings and EIFS systems that reduce electricity demand.	
 Decent Work and Economic Growth	▶ Strong labour practices: fair wages, social security, ethical supply chain and safe working conditions. ▶ Significant economic value creation with ₹10,291.43 Crores revenue ▶ Supplier development, local procurement and procurement digitisation enhancing economic ecosystems. ▶ Logistics digitisation improving efficiency and supporting MSME transporters.	
 Industry, Innovation and Infrastructure	▶ Advanced R&D in water-based, low-VOC, energy-saving and durable coatings. ▶ AI, IoT and automation in manufacturing and quality systems. ▶ Sustainable packaging: reusable PP sheets, lighter containers, recyclable materials. ▶ Digital supply chain systems, warehouse automation, real-time Oracle tracking.	
 Responsible Consumption and Production	▶ Circular economy integration: PET waste to resin, solvent regeneration, fly-ash reuse. ▶ Packaging circularity: 30% recyclable/renewable packaging, PP sheets, MDF boards, 100% EPR compliance. ▶ Material efficiency: 15% lighter metal drums, 7% lighter tin containers. ▶ LCA-based transparency for 90% of decorative products and expanding EPD coverage. ▶ Zero environmental non-compliance cases across the value chain.	

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

Description	Berger Paints Initiatives	UN SDG
 Climate Action	▶ Energy efficiency projects, sustainable buildings, renewable energy adoption. ▶ Low-carbon product innovations (EIFS, cool roof systems, water-based paints). ▶ Multi-modal logistics to reduce emissions and improve efficiency.	
 Life Below Water (Indirect Contribution)	▶ 100% EPR compliance ensuring plastic recovery reduces marine pollution. ▶ Wastewater treatment across plants reducing discharge impacts.	
 Life on Land	▶ Biodiversity programmes: greenbelts, Go Goa Green, habitat restoration near facilities. ▶ No operations near protected areas; compliance with statutory ecosystem safeguards. ▶ Expansion of urban green spaces through plantation and eco-restoration drives.	
 Peace, Justice and Strong Institutions	▶ Strong governance: anti-bribery, anti-corruption, whistleblower framework, Board oversight. ▶ Transparent tax governance with zero penalties. ▶ Ethics training, Code of Conduct, supplier due diligence and screening.	
 Partnerships for the Goals	▶ Collaborations with IITs, research bodies, NGOs and industry groups. ▶ Supplier partnerships to accelerate ESG alignment. ▶ Community development partnerships for education, health and livelihoods.	



Governance

At Berger Paints, governance is the foundation of sustainable value creation. We go beyond statutory compliance to embed transparency, accountability and ethical conduct into every aspect of our decision-making. Our governance framework ensures that financial discipline, ethical leadership and sustainability considerations are seamlessly integrated into strategy and execution.

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

At Berger Paints', our governance framework and sustainability initiatives are closely aligned with the United Nations Sustainable Development Goals (UN SDGs), which serve as a compass for our long-term ESG vision. Our focus areas, ranging from ethical leadership and anti-corruption to inclusive workplace practices, climate risk governance and stakeholder accountability—collectively advance several global goals.



Board Oversight and Leadership

The Board of Directors at Berger Paints provides strategic oversight with a strong focus on integrating sustainability into business decision-making. Independent Directors contribute diverse expertise and perspectives, while dedicated committees, including the Audit Committee, Compensation as well as Nomination and Remuneration Committee, Business Process and Risk Management Committee, Corporate Social Responsibility Committee and the Environmental, Social and Governance (ESG) Committee, ensure sharper monitoring and accountability across all dimensions of corporate value creation.

The Board of Directors at Berger Paints reflects a balanced blend of stewardship and independence, designed to guide our Company's long-term sustainable growth. As of March 31, 2025, the Board comprised



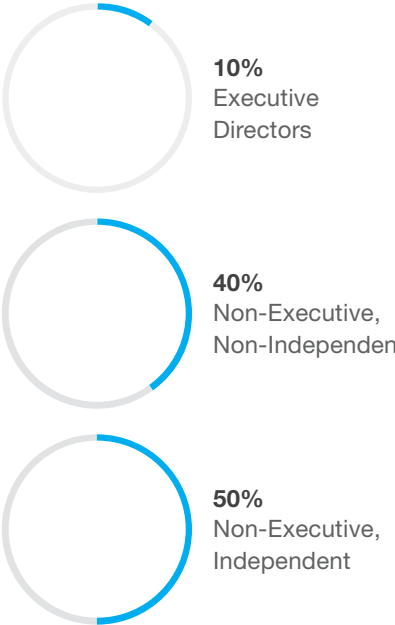
a diverse mix of Executive, Promoter and Independent Directors, with 50% independent representation and a Non-Executive Chairman whose role is distinct from that of the MD/CEO, ensuring robust checks and balances.

In line with our commitment to dynamic and forward-looking governance as well as strong succession planning, the Board underwent a significant revitalisation during FY 2024-25. This included a seamless leadership transition, with Ms. Rishma Kaur moving from Whole-time Director to Non-Executive Chairman, Mr. Kanwardip Singh Dhingra assuming the role of Non-Executive Vice-Chairman and the strategic induction of new expertise through the appointment of Mr. Subir Bose as an Independent Director.

The re-appointment of Dr. Anoop Kumar Mittal for a second term further strengthened the Board's collective capabilities in technology, infrastructure and governance.

Board Composition and Diversity

Board Composition



GRI 405-1



Board Committee Structure

Board oversight is operationalised through a robust matrix of statutory and strategic committees, each with a clearly defined and comprehensive mandate. The structure functions through eight specialised committees:

Audit Committee

The Audit Committee, chaired by Mrs. Sonu Halan Bhasin (Independent Director) and comprising five members, including Mrs. Sonu Halan Bhasin, met six times during FY 2024-25. The Committee oversees the integrity of our Company's financial statements, internal control arrangements and compliance with applicable legal and regulatory requirements. It also reviews the performance, qualifications and independence of statutory auditors and supervises the Whistleblower/ Vigil Mechanism, a critical channel for ethical conduct and transparency. All recommendations made by the Audit Committee during the financial year were accepted by the Board.

Compensation and Nomination and Remuneration Committee

Chaired by Mr. Anoop Hoon (Independent Director) with five members, including Mr. Anoop Hoon, this Committee met three times during FY 2024-25. It is responsible for recommending appointments to the Board and senior management, determining remuneration structures, evaluating Director performance and overseeing succession planning. The Committee ensures that remuneration frameworks are grounded in fairness and transparency, aligned with long-term value creation, shareholder interests.

Business Process and Risk Management Committee

The Business Process and Risk Management Committee, chaired by Mr. Gurbachan Singh Dhingra (Non-Executive, Non-Independent, Vice-Chairman-Emeritus) and comprising eight members, including Mr. Gurbachan Singh Dhingra,

GRI 2-9, GRI 2-13

met twice during the year. The Committee oversees our Company's Risk Management Policy and the implementation of the Enterprise Risk Management (ERM) framework. It identifies, assesses and prioritises key risks, including climate change, cybersecurity, supply chain continuity and financial exposure, serving as an early-warning system and a strategic decision-making mechanism. This approach enables risks to be proactively managed and leveraged as opportunities for operational efficiency, innovation and market leadership.

Corporate Social Responsibility (CSR) Committee

Chaired by Mr. Kuldeep Singh Dhingra (Chairman-Emeritus) and comprising nine members, including Mr. Kuldeep Singh Dhingra and three representatives from management, the CSR Committee held one meeting in FY 2024-25. It is responsible for formulating and recommending CSR policies, approving expenditure,

monitoring implementation and overseeing project execution. During the year, Berger Paints spent ₹23.97 Crores on CSR initiatives, exceeding statutory requirements. Our flagship iTrain programme reached over 1.2 lakh beneficiaries across 300+ locations, with 9,000 workshops conducted, supporting skill development, community empowerment and economic inclusion.

Stakeholders Relationship and Investor Grievance Committee

Chaired by Mr. Gurbachan Singh Dhingra and comprising four members, including Mr. Gurbachan Singh Dhingra, this Committee held one meeting during FY 2024-25. It oversees investor service standards and addresses shareholder grievances. During the year, 14 investor grievances were received, all of which were resolved, with zero cases pending at year-end, reflecting our commitment to responsiveness, transparency and stakeholder trust.

Share Transfer Committee

Chaired by Mr. Abhijit Roy, Managing Director/CEO and comprising four members, including Mr. Abhijit Roy, the Share Transfer Committee held ten meetings during FY 2024-25 and passed twelve resolutions by circulation. It oversees share transfers and transmissions, processes new shareholder applications and issues share certificates, ensuring efficient administration and accuracy of shareholder records.

Environmental, Social and Governance (ESG) Committee: The Board's ESG Engine

Strategic Board Oversight for Sustainable Value Creation

We recognise that environmental, social and governance considerations are fundamental to long-term value creation and stakeholder confidence. In response to this imperative, we established a dedicated Environmental, Social

and Governance (ESG) Committee on October 20, 2022. While non-statutory, the Committee is formally mandated by the Board and operates as a cross-functional senior management committee, underscoring our commitment to embedding sustainability into the highest levels of corporate decision-making.

Committee Leadership and Composition

Chaired by Mr. Anoop Hoon, an Independent Director with extensive governance expertise, the ESG Committee comprises 10 senior leaders spanning board, executive, and divisional leadership.

Board Leadership

- **Mr. Anoop Hoon**
(Independent Director, Chairman)
- **Mr. Abhijit Roy**
(Managing Director & CEO)
- **Mr. Subir Bose**
(Independent Director)

Divisional and Functional Leadership

- **Mr. Kaushik Ghosh**
(Chief Financial Officer)
- **Mr. Aniruddha Sen**
(Senior VP, Legal and Corporate Affairs)
- **Mr. Ranjan Banerjee**
(Group Head, Human Resources)
- **Mr. Partha Protim Mondal**
(CIO, IT)
- **Mr. Amardeep Jain**
(Group Head, Manufacturing)
- **Mr. A Chandar**
(Senior GM, Supply Chain)
- **Mr. Dipankar Nag**
(General Manager EHS, TQM, ME & Sustainability)

GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14



The Four Pillars of ESG Committee Oversight

Pillar 01

Environmental Stewardship and Climate Action

The ESG Committee provides rigorous governance over our environmental commitments, translating climate policy into measurable operational outcomes

Progress against decarbonisation targets is closely monitored. In FY 2024-25, Berger Paints achieved a 10.8% reduction in absolute Scope 1 emissions, which decreased from 9,995 MT CO2e to 8,912 MT CO2e

Furthermore, our strategic interventions in renewable energy and solar projects successfully avoided 7,127 MT of CO2e emissions

The transition to renewable energy remains a priority area of oversight. During FY 2024-25, 18.5% of total energy consumption was sourced from renewables, supported by investments in clean energy infrastructure. Water stewardship efforts continue to strengthen operational resilience, with 37,811 KL of water recycled, Zero Liquid Discharge (ZLD) implemented more than 50% of facilities and sustained focus on water-positive operations.

The Committee also monitors waste minimisation and circular economy initiatives, including waste reduction, reuse, recycling and Extended Producer Responsibility (EPR) compliance. Environmental compliance remains uncompromising, supported by ISO 14001:2015 certification across the majority of manufacturing facilities and zero instances of environmental non-compliance in FY 2024-25.

Pillar 02

Social Impact and Human Capital Development

The ESG Committee champions Berger Paint's social mission, recognising that sustainable growth is rooted in empowered people and inclusive communities. Oversight extends to iTrain, our flagship skill-building initiative, which trained over 1,50,000 painters and reached 1.2 lakh+ community beneficiaries across 300+ locations during FY 2024-25.

Occupational health and safety monitoring ensures alignment with ISO 45001:2018, with zero fatalities recorded across operations during the year. Diversity and inclusion metrics are regularly reviewed, including 20% female representation at the Board level, alongside a clear aspiration to enhance gender diversity. Community engagement effectiveness is evaluated through CSR programme reviews and impact measurement. During FY 2024-25, we invested ₹23.97 Crores in CSR initiatives, exceeding statutory requirements while focusing on measurement outcomes.

The Committee also monitors fair labour practices, collective bargaining rights, competitive wages, employee well-being, workforce capability building and succession planning to build organisational resilience.

Pillar 03

Governance Excellence, Ethics and Compliance

The ESG Committee ensures that our operations are firmly anchored in integrity, transparency and robust governance. Oversight of the Code of Conduct extends across employees, Directors and business partners, establishing clear expectations for ethical behaviour. Anti-corruption and anti-bribery mechanisms are actively monitored, with zero-corruption incidents reported in FY 2024-25, reinforced by rigorous internal controls and an effective whistleblower mechanism.

Regulatory compliance across the Companies Act, Listing Regulations, environmental laws and industry-specific regulations is tracked across jurisdictions. ESG-related risks, including climate, regulatory and reputational risks, are embedded within the Enterprise Risk Management framework. Stakeholder engagement is overseen across investor relations, community interactions and regulatory engagement. During FY 2024-25, 14 investor grievances were received and resolved, achieving a 100% resolution rate.

Pillar 04

Sustainability Reporting and Disclosure

Transparency and accountability remain central to our ESG governance. The Committee oversees the preparation of Business Responsibility and Sustainability Report (BRSR), Annual Sustainability Report aligned with GRI standards, ensuring comprehensive and consistent disclosure.

Robust ESG data governance frameworks are established to enhance data accuracy, consistency and external auditability. Material ESG topics are periodically reviewed and updated to reflect evolving stakeholder expectations and business risks.

Strategic Integration: How ESG Governance Drives Decision-Making

The ESG Committee does not operate in isolation. Rather, it serves as the connective tissue between Board oversight and operational execution, integrated with other critical Board committees.



ESG-Audit Committee Integration

The ESG Committee coordinates with the Audit Committee to ensure that ESG disclosures in financial statements and BRSR are accurate, auditable and aligned with SEBI Listing Regulations. The Audit Committee also reviews material ESG-linked financial risks, such as environmental remediation provisions and climate-related impairments, to ensure balance sheet integrity.

ESG-Risk Committee Integration

The Business Process and Risk Management Committee incorporates ESG considerations within the enterprise risk management

framework. Key ESG risks, including physical and transition climate risks, water scarcity, supply chain disruption and regulatory change are systematically identified, assessed and prioritised. Mitigation strategies are monitored on an ongoing basis and reviewed quarterly to ensure their effectiveness.

ESG-CSR Committee Alignment

The Corporate Social Responsibility Committee coordinates with the ESG Committee to align CSR initiatives with our Company's broader ESG priorities. This integrated approach ensures that social investments are strategic, measurable and outcome-driven, moving beyond stand-alone philanthropic activities to create lasting impact.

Board-Level Escalation and Reporting

The ESG Committee maintains a structured reporting and escalation mechanism to the Board of Directors, ensuring that ESG considerations are inform strategic decisions. Material ESG matters, emerging risks and key performance metrics are escalated for Board-level review and discussion. The Committee's recommendations inform business strategy, capital allocation and long-term planning with comprehensive ESG updates presented to the Board on a quarterly basis alongside financial and operational updates.

Culture of Ethics and Integrity

Berger Paints fosters a culture of uncompromising integrity across our organisation and value chain. Our Code of Conduct applies uniformly to employees, Directors and business partners across the value chain.

We have established a robust whistleblower policy (Vigil Mechanism), providing accessible and confidential channels for all stakeholders to raise concerns, with dedicated oversight by the Audit Committee. Conflict-of-interest declarations are mandatory for leadership. In FY 2024-25, we recorded zero penalties and no adverse compliance observations were recorded, affirming the effectiveness and resilience of our ethical framework.



GRI 2-15, GRI 2-26, GRI 2-27

Performance and Oversight

Oversight at Berger Paints goes beyond routine compliance; it is designed to embed accountability, resilience and transparency across every layer of governance. Our Audit and Risk Committees undertake rigorous reviews of both financial and non-financial disclosures, while the Board assumes ultimate responsibility for ESG and sustainability reporting.

During FY 2024-25, the Board accepted all recommendations put forward by its committees, reinforcing cohesion in decision-making and ensuring that governance priorities remain aligned with our strategic imperatives. Independent Board evaluations were conducted out to maintain objectivity, enhance accountability and support adaptive governance in a dynamic business environment.



GRI 2-14, GRI 2-16, GRI 2-18

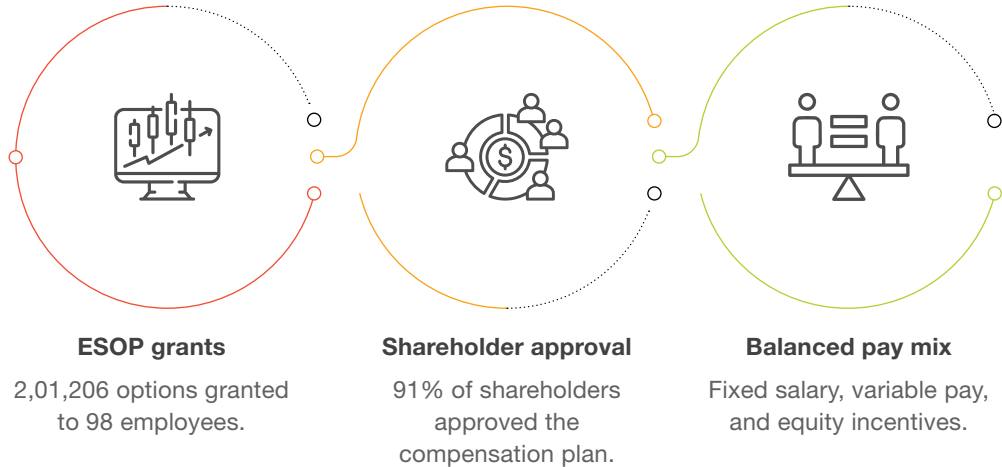
Remuneration and Compensation

Our remuneration framework is anchored in fairness, transparency and sustainability, ensuring that rewards drive long-term value creation rather than short-term gains. Our Non-Executive Directors are remunerated through commission linked to overall Company performance, while our Executive leadership receives a

carefully calibrated mix of fixed pay, performance-linked incentives and equity-linked instruments. This design provides stability and accountability, while aligning leadership rewards with shareholder value.

During FY 2024-25, we broadened and strengthened our ESOP programme, granting 2,01,206

stock options to 98 employees, including members of senior leadership. Approved by 91% of shareholders, this initiative reinforces talent retention, builds a culture of ownership and aligns employee aspirations with Berger Paint's growth and sustainability journey.



GRI 2-19, GRI 2-20, GRI 2-21

Policy Commitments and Embedding

We anchor our governance framework in a robust suite of policies that guide ethical conduct, safeguard human rights, protect the environment and uphold responsible business practices across our operations and value chain. These policies are not just documented commitments; they are living instruments embedded in our day-to-day operations. We reinforce their application through employee onboarding, periodic refresher training, supplier contracts, vendor audits and leadership sign-offs.

Governance assurance outcomes in FY 2024-25 were unequivocally positive, reaffirming the effectiveness of our controls and the reliability of our disclosures.

- ▶ **Anti-Corruption and Anti-Bribery Policy** – Zero incidents, supported by a rigorous compliance framework
- ▶ **Insider Trading and Disclosure Code** – Robust controls in place, aligned with SEBI regulations
- ▶ **Human Rights and Equal Opportunity Policy** – Comprehensive protections and a strong commitment to non-discrimination
- ▶ **Code of Conduct for Directors and Senior Management** – Mandatory compliance supported by regular refresher training
- ▶ **Environment Policy** – ISO 14001 certification with proactive monitoring
- ▶ **Occupational Health and Safety Policy** – ISO 45001 certification and zero fatalities in FY 2024-25
- ▶ **Supplier Code of Conduct** – 85.75% sustainable sourcing supported by a structured vendor audit programme
- ▶ **Corporate Social Responsibility (CSR) Policy** – Impact-driven programmes benefiting over 1.2 lakh individuals
- ▶ **Data Privacy and Cybersecurity Policies** – State-of-the-art systems supported by regular audits



Anti-Corruption and Fair Competition

Berger Paints upholds a **zero-tolerance stance towards corruption and anti-competitive behaviour**, embedding integrity into our strategy, controls and culture across the value chain. This commitment is enforced through robust Board-level oversight, a comprehensive Code of Conduct, independent assurance mechanisms and accessible reporting channels for stakeholders and employees.

Our governance and anti-corruption framework is built on four pillars:

Ethical Conduct



To further strengthen this framework, we operate a **Whistleblower Policy (Vigil Mechanism)** that provides secure, confidential and accessible channels for raising concerns without fear of retaliation. The mechanism is overseen directly by the Audit Committee.

Performance FY 2024-25

Integrity and Compliance Performance



These outcomes not only protect Berger Paint's reputation but also reinforces our position as a trusted and responsible corporate citizen.

Tax Contribution

Our tax practices are designed to ensure full compliance with applicable laws and regulations, reinforcing our role as a committed partner in national development. We regard tax not merely as a statutory obligation, but as a tangible contribution to infrastructure, renewable energy and social welfare programmes that support India’s broader sustainability agenda.

In FY 2024–25, our commitment to compliance, robust governance and transparent reporting strengthened stakeholder confidence and delivered measurable value for the economy and society.

₹386 Crores

Total tax contribution
(At group level)

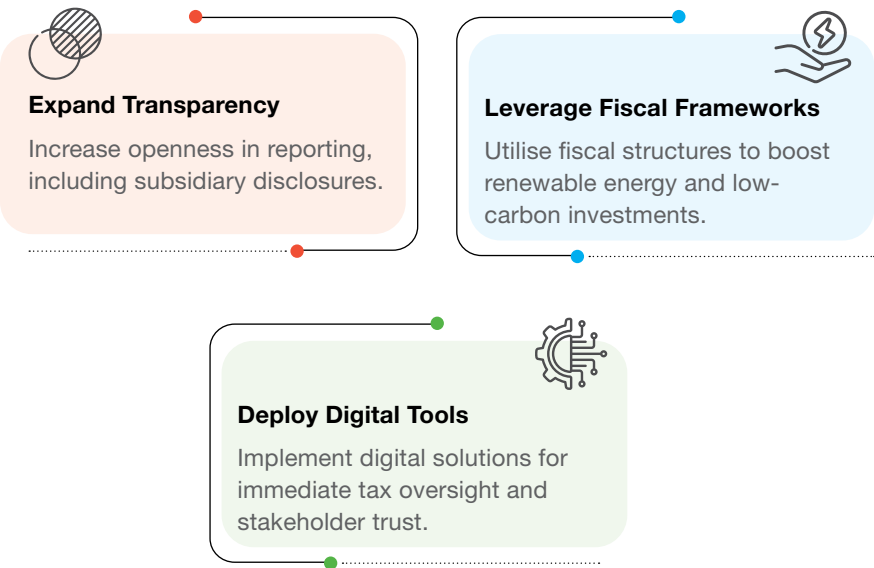
ESG and Stakeholder Linkages

Our tax contributions are aligned with national development priorities, directly supporting public investment in renewable energy, infrastructure and social programmes.

- Supports India’s renewable energy push
- Enables public infrastructure and social programmes
- Fuels circular economy growth

Forward Outlook – Building Shared Value Through Responsible Taxation

Looking ahead, we will continue to strengthen our tax governance framework to remain ahead of evolving regulatory requirements and ensure that our fiscal contributions create long-term shared value. Our focus will include increasing transparency across subsidiary disclosures, aligning fiscal planning with India’s sustainability priorities and embedding technology to enable seamless compliance and reporting. Through these actions, Berger Paints reinforces trust as a responsible taxpayer and affirms its role as a long-term partner in India’s sustainable growth journey.



Environmental Compliance

At Berger Paints, environmental compliance is treated as a strategic enabler of sustainable growth. Going beyond regulatory adherence, we have institutionalised practices aligned with our **ISO 14001:2015 certified Environmental Management System (EMS)** across all 15 manufacturing facilities and depots. This framework ensures that air, water, energy and waste

management are not just monitored but integrated into everyday decision-making.

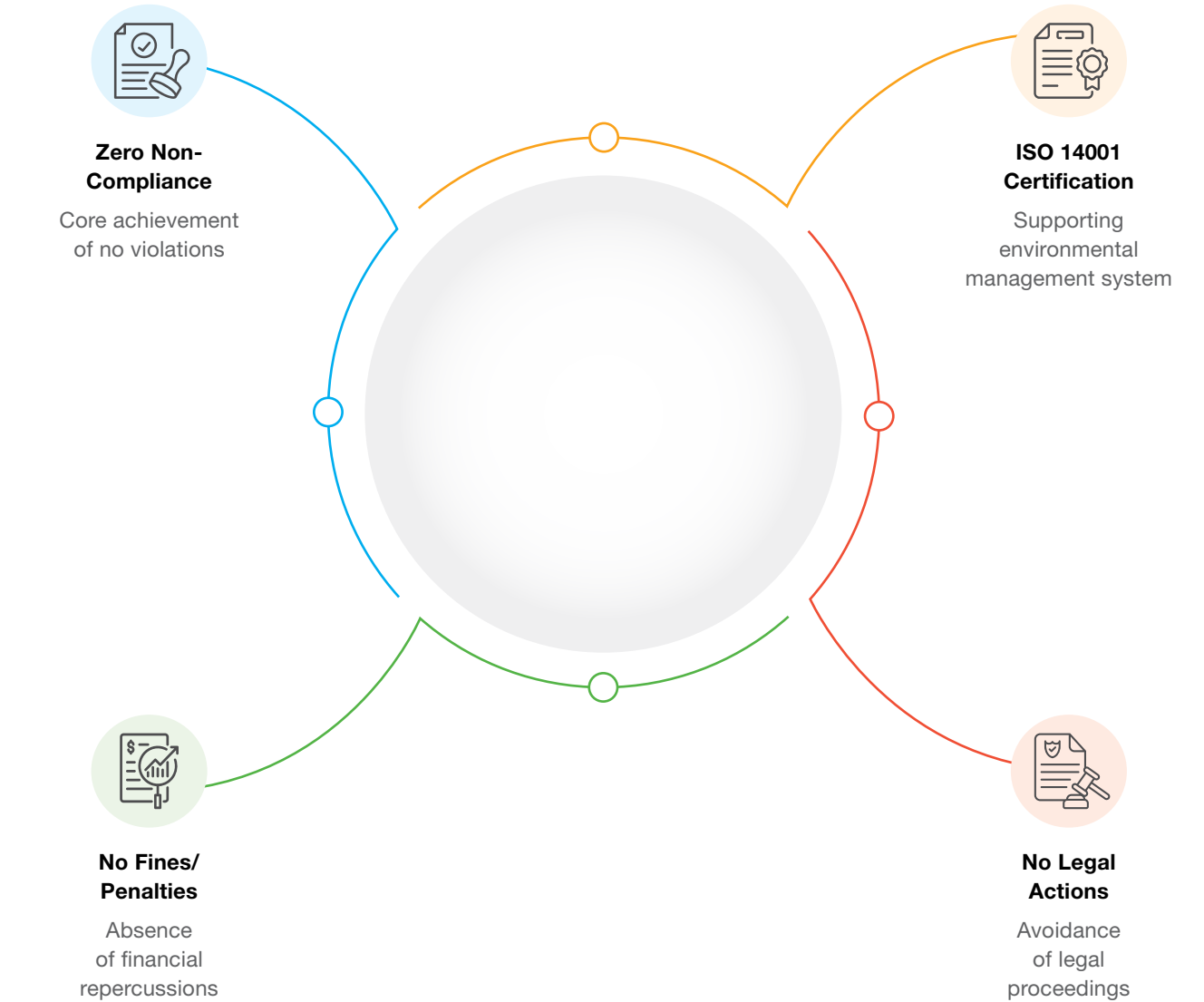
Our EMS framework integrates risk-based thinking, continuous monitoring and preventive controls across air emissions, water discharge, energy consumption and hazardous waste management. These systems are reinforced through regular internal

audits and accredited third-party surveillance audits, strengthening our compliance systems.

Zero

Instance of Non-Compliance in FY 2024-25

This proactive approach, supported by real-time monitoring and transparent reporting, ensures that environmental considerations remain integral to daily operations and are reviewed at the highest governance levels.



Looking Ahead:
Strengthening Governance
Excellence

As Berger Paints advances its governance maturity, we are committed to deepening ESG oversight across Board committees and elevating sustainability considerations within strategic business decision-making. We recognise that effective governance is not static; it must continuously evolve to address emerging risks and opportunities in a rapidly changing environment.

Our governance enhancement roadmap includes several strategic priorities. We will expand disclosures on pay equity and talent development to provide greater transparency into how we invest in, develop and reward our workforce. We are equally committed to strengthening diversity at senior management levels, recognising that diverse leadership enhances decision-making and builds stakeholder trust. Reinforcing resilience across our supply chain and cyber governance

framework remains a critical focus, supported by enhanced monitoring of third-party risks and evolving digital security threats. In parallel, we are integrating ESG metrics into executive compensation frameworks, ensuring that leadership incentives are fundamentally aligned with sustainable performance outcomes, rather than financial results alone.

Looking forward, we will advance climate risk scenario planning and enhance scenario-based disclosures, providing stakeholders greater transparency on how our business may perform under different climate pathways. We will also strengthen biodiversity risk assessment and disclosure, reflecting our recognition that ecosystem health is material to long-term business resilience. These initiatives position Berger Paints to navigate complexity, anticipate emerging risks and capture opportunities as business and society continue their transition towards a more sustainable future.

Conclusion: Governance
Driving Sustainable Value

We view effective governance not as an end in itself but as a means to create sustainable value for all stakeholders. Through strong Board oversight, well-defined committee structures, clear ethical standards and disciplined risk management, we ensure that our business decisions balance shareholder interests with broader stakeholder expectations. Our ESG governance framework reflects our belief that sustainability is not a peripheral consideration but central to how we make decisions, allocate capital and measure success.

In essence, Berger Paints' governance framework embodies discipline, transparency and forward-thinking leadership, ensuring that today's growth is underpinned by tomorrow's trust and sustainability. By embedding governance excellence into our organisational DNA, we lay a resilient foundation for long-term value-creation, ensuring trust and shared prosperity for all stakeholders.

Performance Highlights - FY 2024-25

FY 2024-25 Performance Metrics

Metric	Corruption Incidents	Environmental Non-Compliance	Board Independence	Investor Grievances (Resolved)	Tax Compliance
FY 2024-25	Zero	Zero	50%	14/14	Zero Penalties
Status	Confirmed	Certified	Strong oversight	100% resolution	Governance excellence



Technology and Information Systems

Empowering Growth Through Digital Transformation



Management Philosophy

At Berger Paints, we view Information Technology (IT) as a key enabler of business transformation, operational excellence and sustainability. By embracing digitalisation and advanced technologies, we continue to strengthen our operations, enhance customer experiences and build organisational resilience. Our IT strategy is focused on driving efficiency through automation, leveraging data-driven insights, strengthening cybersecurity and enabling innovation across manufacturing, supply chain, customer engagement and R&D. Through a hybrid infrastructure, AI-enabled tools and a strong governance framework, we are building a secure, future-ready digital ecosystem that supports sustainable growth while safeguarding stakeholder trust.

Our digital transformation journey is guided by four strategic pillars: driving revenue growth through enhanced customer engagement, improving efficiency through process automation, protecting stakeholder trust through robust information security and optimising costs to strengthen profitability. These pillars form an integrated digital strategy that advances both business performance and sustainability objectives.

Alignment with United Nations Sustainable Development Goals

Our digital transformation agenda directly supports SDG 9 (Industry, Innovation and Infrastructure) by leveraging advanced technologies to drive industry transformation and innovation. Through digitalisation, we improve operational efficiency, reduce resource consumption and enable data-driven decision-making that contributes to broader sustainability outcomes.



Strengthening the Digital Backbone

During FY 2024-25, we strengthened our business analytics capabilities through the deployment of Tableau, developing over 90 in-house dashboards across functions such as sales analytics, supply chain visibility, financial reporting and human resources. These dashboards provide real-time insights that support informed decision-making across the organisation.

As early adopters of artificial intelligence within the paint industry, we have integrated AI-powered tools across both our cybersecurity framework and customer-facing platforms. The MyColor App enhances customer experience by enabling interactive colour simulations, allowing customers to visualise paint shades in their own spaces prior to purchase. Salesforce Einstein's predictive analytics help our sales teams by identifying high-value, high-intent leads, improving conversion efficiency and customer targeting.



Digitalisation of Operations

Warehouse Management System (WMS)

We are implementing cutting-edge digital initiatives to improve speed, accuracy and efficiency across our logistics operations. Our Warehouse Management System (WMS) has been deployed across 85 of our 130+ warehouses, enabling real-time tracking of over 10,000 SKUs through scannable, device-based guidance for warehouse personnel. This real-time visibility improves inventory accuracy, reduces picking errors and accelerates order fulfillment cycles.

In collaboration with a smart logistics provider, we have digitised delivery operations through milk-run optimisation, which consolidates multiple deliveries into efficient routes. Live tracking, geo-tagging and automated dealer notifications provide real-time shipment updates, improving last-mile efficiency while enhancing dealer experience and transparency.

We are also rolling out a unified digital platform to onboard and manage transporters seamlessly across our ecosystem through reputed third-party software, eliminating manual processes and ensuring standardised supply chain operations.



Unified Digital Platform

For onboarding and managing transporters, through reputed software

Asset and Maintenance Management

We have initiated the phased deployment of Oracle Enterprise Asset Management (OAM) to monitor asset lifecycles, streamline maintenance planning and optimise costs. This system enables predictive maintenance, helping prevent equipment failures, reduce downtime and extend asset life.

Governance and Transparency Systems

To strengthen governance and transparency, we launched the RiIT portal to track related party transactions, ensuring compliant and transparent management of inter-company dealings. Additionally, we implemented a comprehensive Document Management System using Microsoft SharePoint, consolidating all master documents into a centralised repository. Integrated with Oracle, the system manages transactional documents, including supplier invoices, creating a unified source of truth and enhancing control, traceability and audit readiness.

Security Architecture: Building Resilience Against Cyber Threats

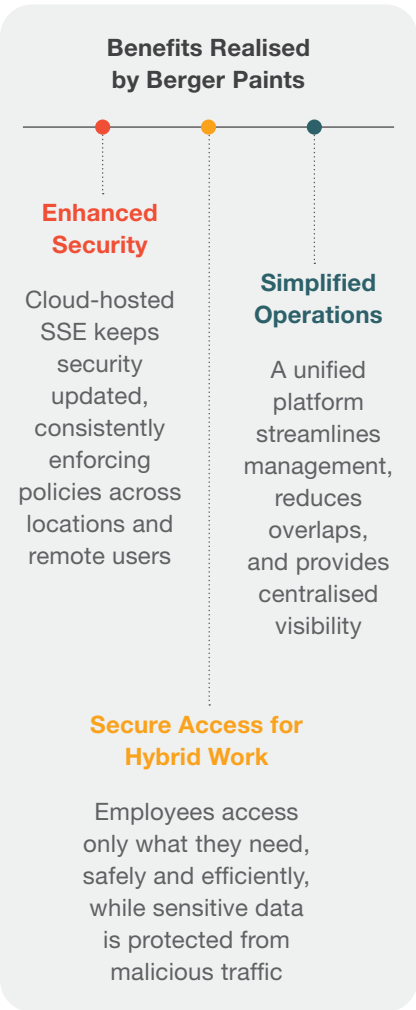
Security Service Edge Framework

Berger Paints ensures secure access to business applications and sensitive data from any location through a Security Service Edge (SSE) approach. This enables consistent, cloud-delivered security across applications, SaaS platforms and multiple cloud environments. When combined with advanced Software-Defined Wide Area Network (SD-WAN) technology, SSE forms a Secure Access Service Edge (SASE) architecture, enhancing both security and performance for cloud-hosted applications.

This architecture is particularly important as traditional network

perimeters dissolve with the rise of remote working, cloud adoption and mobile connectivity. By shifting security closer to users and devices, SSE provides:

- ▶ Advanced protection against evolving cyber threats
- ▶ Robust data security and loss prevention
- ▶ Continuous monitoring with real-time threat detection
- ▶ Consistent access control, regardless of employee location



SSE Components Deployed at Berger Paints

Zero Trust Network Access (ZTNA): Employees are granted access only to the applications for which they are authorised, based on the principle that no user or device is trusted by default. Every access request is

validated against user identity, device compliance and application-specific requirements.

Cloud Access Security Broker (CASB): Provides visibility and control over cloud applications. They monitor sensitive data, enforce security policies such as Single Sign-On and restrict unauthorised cloud access, thereby reducing shadow IT risks.

Secure Web Gateway (SWG): Web-based threats are mitigated through URL filtering, malware detection and granular access controls, protecting users from phishing attempts and drive-by downloads.

Firewall as a Service (FWaaS): A cloud-based firewall consolidates traffic from headquarters, branch offices and mobile users. It delivers intrusion detection and prevention (IDS/IPS), advanced threat protection and DNS security.

Additional Security Services: Capabilities such as Data Loss Prevention (DLP), Remote Browser Isolation (RBI) and sandboxing further enhance protection by isolating suspicious content and preventing unauthorised data exfiltration.

Zero Trust Architecture with AI-Driven Detection

A significant milestone in our cybersecurity journey was the achievement of zero cybersecurity incidents during FY 2024-25. This was enabled by the deployment of an AI-powered Managed Detection and Response (MDR) system, combined with a Zero Trust Architecture (ZTA) framework. Together, these initiatives elevated our cybersecurity posture to a GOLD standard. This structured and intelligence-led approach equips us to manage high-impact risks effectively while strengthening both organisational resilience and incident response capabilities. We have implemented targeted security solutions to defend against malware, phishing and other evolving cyber threats.

Network Optimisation and Cost Efficiency

Profitability and operational efficiency were further enhanced through network optimisation using SD-WAN technology. This resulted in significant cost savings through improved bandwidth utilisation and dynamic path selection. We have also implemented robust backup and recovery strategies with a one-day Recovery Point Objective (RPO) and a four-hour Recovery Time Objective (RTO), ensuring high data resilience across applications, endpoints and data systems. Alongside this, we focused on upskilling internal teams, strengthening support capabilities and ensuring long-term operational resilience.

Comprehensive Cybersecurity Framework

Multi-Layered Defence Strategy

Berger Paints follows a proactive, multi-layered cybersecurity strategy that has enabled us to maintain zero cyber incidents for three consecutive years. Our approach includes:

Endpoint and Server Protection: We secure all servers and end-user devices through advanced MDR and EDR solutions. CrowdStrike's Endpoint Detection and Response

(EDR) provides zero-day threat protection, while Managed Detection and Response (MDR) safeguards our servers and critical users. Our email security system further protects us against spam and Business Email Compromise (BEC) attacks.

Conditional Access Controls: All users operate with SSE agents and Privileged Access Management (PAM). Access is granted conditionally based on user identity, device health and application sensitivity. We also use web security protocols and CASB controls to restrict unauthorised access to external sites, enhancing overall control.

Patch Management and Vulnerability Audits: We deploy regular updates through Central Systems Center Configuration Manager (SCCM), ensuring timely remediation from known vulnerabilities. Additionally, we conduct annual Vulnerability Assessment and Penetration Testing (VAPT) audits through independent external auditors to comprehensively assess the security of our IT landscape.

Vulnerability Assessment and Penetration Testing (VAPT)
We conduct independent external VAPT audits to rigorously evaluate the

security of our IT landscape and identify potential vulnerabilities before they can be exploited. These audits are aligned with recognised industry frameworks such as OWASP (Open Web Application Security Project) and NIST (National Institute of Standards and Technology) and cover web applications, networks and servers.

Our VAPT programme involves a two-phase approach. The first phase involves automated vulnerability scanning to identify known weaknesses and configuration gaps. The second phase comprises manual penetration testing, during which external security experts simulate cyber-attacks using ethical hacking techniques. This process validates the effectiveness of our security controls, including Zero Trust Architecture, Managed Detection and Response, as well as other specialised cybersecurity solutions.

All findings are systematically remediated to maintain our GOLD standard cybersecurity posture. Critical vulnerabilities are addressed immediately, while medium and low-risk findings are tracked and resolved in line with our risk management priorities. This continuous cycle of assessment, remediation and validation ensures that our defences remain robust against evolving threat landscapes.

RECENT CYBER ATTACKS - STAY ALERT, STAY SECURE!

- GOOGLE CUSTOMER DATA BREACH**
Hackers accessed Google's Salesforce database, stealing customer data. This breach shows how third-party platforms can be a weak link—even for tech giants.
- US FEDERAL COURT SYSTEM BREACHED (PACER & CM/ECF)**
A massive cyber attack hit the U.S. federal judiciary's court filing system. Sensitive documents, including sealed cases and whistleblower identities, may be compromised.
- CHANEL & PANDORA: CUSTOMER DATA STOLEN**
Luxury brands were hit by third-party breaches, leaking customer names, emails, and birthdates. Social engineering threats may increase.

TIPS

- ✓ Use a combination of words, especially include words in native languages
- ✓ Enable Multi-Factor Authentication (MFA)
- ✓ Don't trust links or attachments from unknown sources
- ✓ Update software regularly
- ✓ Report suspicious behavior to Team IT immediately

REMEMBER: CYBERSECURITY IS NOT JUST AN IT JOB — IT'S EVERYONE'S RESPONSIBILITY!

Data Protection and Privacy

We recognise that protecting customer privacy is fundamental to building and maintaining trust. Accordingly, we have implemented robust data protection controls and governance frameworks to safeguard personal and sensitive information against unauthorised access, misuse or loss. During the reporting year, we recorded zero incidents of customer data privacy breaches, reflecting our continued investment in secure systems, continuous monitoring and employee awareness initiatives.

Data Loss Protection (DLP) forms a critical pillar of our security strategy, safeguarding sensitive information such as formulas, R&D data, vendor contracts, customer details and financial records. As a paint manufacturing Company operating in a competitive environment, protecting our intellectual property is essential to mitigating compliance and reputational risks. Our DLP systems monitor data movement across networks, cloud services and removable media, preventing unauthorised transfers while maintaining operational efficiency.

We have also implemented Distributed Denial of Service (DDoS) prevention capabilities to shield our digital infrastructure against large-scale network attacks. Additionally, Digital Guardian solutions are deployed across critical systems to minimise spoofing and phishing attacks, protecting us against credential-based compromise attacks that often serve as entry points for sophisticated cyber breaches.

A Proactive Approach to Cyber Resilience



Data Protection and Privacy

Disclosure and Incident Protocols

Berger Paints maintains a robust governance framework for the disclosure of material events, as outlined in our 'Policy to Determine Material Events'. In line with SEBI regulations and stock exchange requirements, we ensure that events with the potential to impact our business operations, financial performance or stakeholder confidence are disclosed in a timely and transparent manner.

To reinforce this policy, we have instituted a Standard Operating Procedure (SOP) for IT cybersecurity incidents and data breaches. This SOP ensures that any data security breach or IT systems compromise is evaluated with the same rigour as other material events. It clearly defines roles and responsibilities, reporting timelines, risk assessment processes and response protocols, reinforcing cybersecurity as a business-critical governance priority rather than a purely technical function.

Digital Ecosystem for Stakeholder Engagement

Smarter Billing Solutions

We introduced a next-generation Point-of-Sale (POS) solution that seamlessly integrates with dealers' personal accounting software, creating a unified account view and eliminating redundant data entry. Real-time data synchronisation ensures that inventory, sales and payment information remain consistent across dealer systems and our backend platforms. This integration improves accuracy, operational efficiency and decision-making, while delivering greater convenience and satisfaction for our dealer network. By streamlining processes and safeguarding data integrity, we enable smarter, more reliable business outcomes for all stakeholders.

Vendor Management and Assurance

Berger Paints follows a structured approach to onboarding and managing critical IT service providers to ensure that data security, business continuity and internal control requirements are consistently met. During vendor selection, we conduct thorough due diligence on information security practices, data privacy controls and regulatory compliance. We review independent assurance

reports, including SOC 1 Type 2 audits conducted in accordance with ISAE 3402, to validate the design and operating effectiveness of vendor controls across IT governance, operations, change management and disaster recovery.

This disciplined approach strengthens our commitment at Berger Paints to strong governance, robust cybersecurity and reliable financial reporting.

Vendor Onboarding and Assurance for IT Service Providers

Berger Paints follows a structured process for onboarding and managing critical IT service providers to ensure that data security, business continuity and internal control requirements are consistently met.



Due diligence



Independent assurance reports



Responsibilities defined



Periodic monitoring

Channel Partner Enablement

Over time, we have developed more than 40 mobility solutions and web portals to strengthen our digital ecosystem for sales teams, dealers, distributors and contractors. These platforms provide real-time transaction data, loyalty programme updates and access to

the latest product, technology and scheme information. By streamlining interactions, they enable seamless business engagement with us and drive stronger partner collaboration. This digital infrastructure transforms our channel partners from passive distributors into active participants in our customer engagement strategy.



Building a Cybersecurity-Conscious Culture

Employee Training and Awareness

At Berger Paints, we treat cybersecurity awareness not as a one-time training event, but as a continuous, organisation-wide discipline embedded in our everyday working culture. Our approach focuses on equipping employees with the knowledge, habits and vigilance required to protect information assets, prevent cyber incidents and support our broader digital resilience agenda.

Building Everyday Cyber Awareness

The cornerstone of our awareness strategy is the **Friday Flyer Campaign** — a weekly, Company-wide communication programme that keeps cybersecurity top of mind for all employees.

These flyers are circulated across the organisation and provide **regular, practical guidance** on emerging cyber threats, evolving attack patterns, safe digital behaviours and key dos and don'ts related to data protection and system usage. By

delivering small, focused insights at a high frequency, the programme ensure that cybersecurity awareness becomes habitual rather than reactive.

Rather than relying solely on formal classroom training, the flyer initiative enables:

- ▶ Continuous reinforcement of good cyber hygiene
- ▶ Timely communication on new and emerging risks
- ▶ Organisation-wide reach across functions and locations
- ▶ Integration of security thinking into day-to-day decision-making

This sustained communication model helps build a **security-conscious culture**, in which employees remain alert, informed and proactive in protecting the Company and customer information.

Targeted Training Interventions

Complementing the ongoing flyer programme, we conduct focused training sessions to deepen digital and cybersecurity capabilities. These include:

- ▶ **End-user computing and information security training**, including, Introduction to OneDrive sessions, which trained **175 employees** and enabled the safe and effective adoption of cloud-based collaboration tools.
- ▶ **OneDrive refresher training**, delivered to **304 employees**, reinforcing best practices and strengthening data handling discipline.
- ▶ **Security awareness training**, attended by **306 employees**, aimed at improving understanding of cyber risks, data protection responsibilities and incident prevention.
- ▶ In total, we delivered more than **510 hours of end-user training** during the year, strengthening both technical competence and behavioural awareness.

All training programmes are designed to be practical and role-relevant, ensuring that employees not only understand cybersecurity risks in theory but also recognise how these risks manifest in their daily work environment.

Strategic Achievements and Recognition

Zero Cyber Incidents Achievement

Achieving zero cybersecurity incidents for three consecutive years represents a significant organisational milestone for us and validates the strength of our comprehensive, multi-layered security approach. This sustained performance is not merely a defensive success; it reflects our proactive security strategy, continuous monitoring, employee vigilance, ongoing investments in advanced security tools and disciplined incident response protocols. Our consistent year-on-year performance demonstrates that both our security culture and technical investments are delivering measurable and sustainable protection.

Industry Recognition

Our cybersecurity efforts have also been recognised externally. Berger Paints received the CSO 100 Awards 2023 from the International Data Group (IDG), acknowledging excellence in security practices and positioning us as a leader in corporate cybersecurity within the industry.

IT Infrastructure and Resilience

Hybrid Infrastructure Model

Our IT infrastructure is built on a hybrid model that balances security, flexibility and operational resilience. We manage select applications and systems securely in-house, enabling direct control over sensitive operations and intellectual property. At the same time, mission-critical platforms such as our Enterprise Resource Planning (ERP) system and supply chain solutions are hosted on the cloud, allowing us to leverage scalability, reliability and robust disaster recovery capabilities.

This architecture enables us to scale resources in line with business demand, support long-time growth and minimise downtime through



enhanced resilience and business continuity. By adopting a hybrid approach, we optimise costs while maintaining strong security controls for sensitive operations.

Strategic Vision and Future Endeavors

Current Accomplishments Summary

We have built a comprehensive cyber resilience journey characterised by strong governance, advanced technology and a culture of vigilance. Our key achievements include:

- ▶ Achieving zero cybersecurity incidents for three consecutive years, reflecting sustained excellence in security management.
- ▶ Attaining a GOLD standard of security through advanced frameworks and continuous improvement.
- ▶ Implementing a Zero Trust framework, representing a paradigm shift towards a modern security architecture and validated against the MITRE ATT&CK framework.
- ▶ Deploying AI-driven threat intelligence aligned with MITRE ATT&CK insights to protect against emerging cyber threats.

- ▶ Implementing Managed Detection and Response (MDR) to protect data at rest and in transit.
- ▶ Securing endpoint communications through ZTNA, ensuring encrypted and controlled user interactions.
- ▶ Deploying Digital Guardian solutions to minimise spoofing and phishing attacks.
- ▶ Enforced Distributed Denial of Service (DDoS) prevention capabilities to shield against sophisticated cyber-attacks.
- ▶ Implementing a robust backup strategy with a one-day RPO and a four-hour RTO, ensuring high data resilience.
- ▶ Enforcing a defence-in-depth strategy across network, application, endpoint and data layers.
- ▶ Conducting periodic VAPT (Vulnerability Assessment and Penetration Testing) audits through independent specialist auditors.
- ▶ Delivering organisation-wide cybersecurity awareness programmes to strengthen end-user vigilance and responsible digital behaviour.



Future Strategic Priorities

As we advance our cyber resilience roadmap, our key focus for the coming years includes:

Data Loss Prevention

Enhancement: We will further strengthen internal threat detection and vulnerability management capabilities to identify and remediate emerging risks before they can be exploited.

Mobile Device Management (MDM):

We plan to deploy comprehensive MDM solutions to secure mobile endpoints, enforce compliance policies and protect sensitive data accessed through smartphones and tablets.

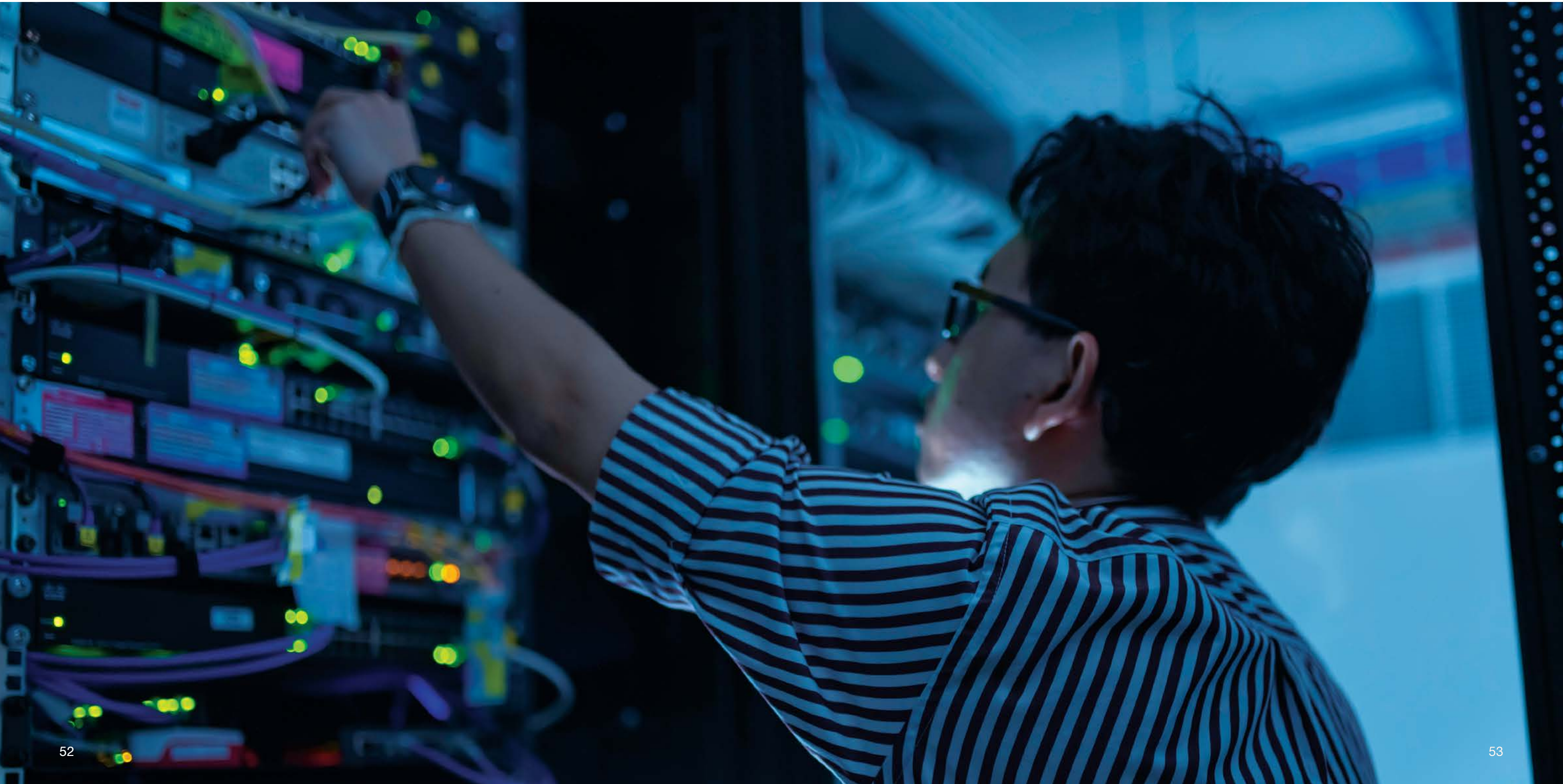
Multifactor Authentication: We will implement enterprise-wide multifactor authentication across all critical systems, introducing additional layers of verification beyond passwords

and significantly reducing the risk of unauthorised access.

Through these strategic enhancements, Berger Paints will continue to strengthen our cyber resilience ecosystem, ensuring that our security posture stays ahead of evolving threat landscapes and safeguards the trust placed in us by customers, partners and stakeholders.

Conclusion: Technology as a Strategic Enabler

Through digitalisation, automation and AI-driven solutions, we have built a resilient IT ecosystem that enhances efficiency, transparency and customer experience. By integrating advanced systems, continuously strengthening our cybersecurity posture and fostering a culture of security consciousness across the organisation, we are enabling smarter operations and more reliable outcomes. Technology remains a core enabler of sustainable growth, operational excellence, governance and long-term resilience for our business. Our commitment to cyber resilience, data protection and digital innovation positions Berger Paints as a trusted partner for customers, stakeholders and communities in an increasingly digital world.



Product Stewardship

Innovating for Safer, Smarter and Sustainable Surfaces



Management Philosophy

Building Responsibility into Every Drop of Paint

At Berger Paints, product stewardship extends far beyond formulation; it is a philosophy that unites innovation, responsibility and sustainability across the product lifecycle. From ideation to post-use management, each product reflects our dedication to human health, environmental protection and enduring quality.

Our stewardship framework integrates **green chemistry principles, responsible sourcing and circular design**, ensuring that every drop of paint we create contributes positively to people and the planet. By continuously innovating low-VOC, APEO-free and lead-free formulations, we set new benchmarks for sustainable performance and customer trust.

SDG Alignment

Berger Paints' stewardship directly aligns with the United Nations Sustainable Development Goals (SDGs) by championing innovation, responsible production and climate action.



Sustainable Product Design and Innovation

Sustainability-led innovation lies at the heart of Berger's R&D mission. With a significant share of total R&D spend channelled into sustainable chemistry, we are driving a transformational shift toward greener, more intelligent formulations that meet the performance expectations of today's customers while safeguarding the health of future generations.

In FY 2024-25, Berger launched 38 new products, several of which embodied eco-efficiency and circular innovation principles. Products such as Roof Cool Seal, Tank Cool

and advanced nano-resin coatings exemplify our commitment to enhancing durability while reducing heat absorption and environmental impact. Our focus on water-based technology, bio-based raw materials and VOC minimisation ensures high performance without compromising health or environmental integrity.

Key Achievements:

Our sustainable product portfolio reflects significant strides in eliminating harmful substances and scaling green technologies:

Portfolio Composition and Substance Elimination:

- ▶ Portfolio-wise elimination of lead, mercury and chromium, ensuring RoHS compliance across required industrial products.
- ▶ 100% of water-based decorative products are turpentine-free, including flagship products such as Easy Clean Silky Touch and Bison Emulsion.
- ▶ All decorative brands are GreenPro and Singapore Green Label Certified, signifying adherence to global eco-labelling norms.
- ▶ Continuous expansion of water-based and low-VOC coatings,

which now represent a strategic cornerstone of our offerings.

Green Manufacturing Transformation:

Our 'Clean to Green' initiative has modernised paint manufacturing through LED retrofits, Variable Frequency Drives (VFDs) and heat recovery systems that capture waste energy from chimneys to preheat process water, significantly cutting carbon emissions and energy intensity. This systematic approach to manufacturing excellence demonstrates that sustainability and operational efficiency are deeply interconnected.

Advanced Façade Technology:

Berger is India's first paint manufacturer to foray into EIFS (Exterior Insulation and Finishing Systems), an advanced façade coating technology that combines thermal insulation, water repellence and aesthetic excellence to improve building longevity and energy performance. This innovation opens new market segments while addressing the growing demand for energy-efficient building solutions across India's rapidly developing infrastructure.



Automotive and Industrial Coatings Precision Meets Performance

Our Industrial and Automotive Coatings division exemplifies the synergy between technical mastery and sustainability leadership. The portfolio is engineered for efficiency, longevity and reduced environmental impact, serving India's leading OEMs across automotive, appliances and industrial sectors.

Flagship Formulations:

- **Matt Shiny Paint:** For India's leading two-wheeler OEM-achieving matte elegance with durable sheen.

- **CED Electrocoat:** Unmatched corrosion resistance, superior UV and chemical durability.
- **Low Bake Paints:** Energy-efficient curing with a consistent finish for large-scale OEMs.
- **Monocoat Super-Durable Finishes:** Enhanced scratch and stain resistance ensuring long-term vibrancy.
- **Soft Feel Clear Polyurethane:** High-tactile finish, excellent adhesion and abrasion resistance.
- **Epoxy Phenolic Clear:** Food-grade, chemically resistant coatings for automotive, marine and oil and gas industries.

- **Metallic Monocoats:** Combined colour and clear coats for faster application, reduced emissions, and superior gloss.
- **Electric 3W Paints:** Acrylic thermosetting coatings designed for electric mobility-high gloss, flexible and spray compatible.

These innovations illustrate our commitment to high-performance coatings that meet industrial precision while advancing environmental standards. As India's automotive sector transitions toward electric vehicles, our Electric 3W Paints represent our strategic positioning in this growth segment, ensuring that sustainability and innovation drive our participation in the future of mobility.

GRI 416-1



Flagship Sustainable Products and Case Studies

Our most celebrated product innovations exemplify how sustainability and performance converge to address real-world challenges facing Indian consumers and communities.

Water Quality and Public Health



Tank Cool and HomeShield Tank Cool

These formulations incorporate heavy-metal-free, antimicrobial additives that prevent leaching of contaminants like arsenic into stored water, ensuring potable quality in overhead tanks exposed to India's harsh climates. This ready-to-apply coating system, powered by heat-reflective nanotechnology, forms a protective barrier against microbial growth and metal corrosion, directly addressing arsenic contamination risks in rural and urban water storage. Beyond the product itself, Tank Cool represents Berger's commitment to addressing public health challenges through innovative chemistry; every tank coated is a household protected from waterborne health risks.

Indoor Air Quality and Health



Silk Breathe Easy

This anti-pollution coating improves indoor air quality by incorporating activated carbon and bio-based additives that actively neutralise pollutants. In urban India, where indoor air quality has become a critical health concern, Silk Breathe Easy offers homeowners a tangible solution through paint. The product has resonated strongly with health-conscious consumers, positioning Berger as a partner in creating healthier living spaces.



Easy Clean Fresh

An odour-neutralising and anti-bacterial emulsion designed for kitchens and bathrooms where moisture and bacterial growth are common challenges. By incorporating antimicrobial technology, this product reduces the need for harsh chemical cleaners, creating a safer indoor environment while extending surface longevity.

Thermal Efficiency and Climate Comfort



Roof Cool Seal

This high solar reflectance coating reflects a significant portion of solar radiation, reducing heat absorption and interior temperatures. In a country where air conditioning demands drive both energy consumption and carbon emissions, Roof Cool Seal delivers measurable thermal efficiency; studies indicate temperature reductions, translating into meaningful energy savings and improved occupant comfort during India's intense summer months.



EIFS (Exterior Insulation and Finishing Systems)

As discussed earlier, our EIFS offering represents a comprehensive solution combining thermal insulation with aesthetic excellence and weather protection. This technology transforms building façades into energy management assets, reducing cooling loads while improving durability.

Fire Safety Innovation

Leveraging advanced R&D, Berger has integrated intumescent fire-retardant technologies into coatings that expand under heat, forming insulating barriers to delay fire spread and extend evacuation times in structural applications.

These formulations achieve 120 minutes of extended evacuation time in structural applications, providing critical additional time for safe occupant evacuation during fire events. This technology has been tested and validated for use in hospitals, commercial buildings and high-occupancy structures, meeting international fire safety standards and building codes.

For a typical 10-storey commercial building with standard egress patterns, 120 minutes of evacuation time represents a significant safety margin, ensuring orderly evacuation and reducing fire-related casualty risk. This innovation demonstrates how advanced chemistry can save lives, transforming paint from a passive aesthetic coating into an active safety system.

Each of these products embodies our principle-designed to last, built to protect.

Turpentine-Free, Ready-to-Use Paints

Berger Paints prioritises user-friendly, eco-conscious formulations by developing turpentine-free, ready-to-use emulsions that eliminate the need for solvent thinners, enhancing safety and convenience for applicators and end-users. Our comprehensive portfolio of 100% turpentine-free water-based decorative products delivers smooth, washable finishes with low-VOC emissions, reducing indoor air pollution.

These formulations align with SDG 12 (Responsible Consumption and Production) through minimised hazardous waste and solvent elimination, while simultaneously enhancing worker safety and reducing workplace VOC exposure across all painting sites. The elimination of solvent thinners reduces respiratory health risks and environmental contamination while maintaining superior performance across interior and exterior applications, demonstrating that convenience and sustainability can be mutually reinforcing.

GRI 416-1, GRI 301-2

Eco-Labeling and Green Certifications

Berger Paints aligns its product stewardship with international sustainability benchmarks through rigorous eco-labelling and certification programmes. These third-party validations serve as credible evidence of our commitment to sustainable product responsibility.

- ▶ 50% of decorative products carry GreenPro Certification, validating that our paints meet stringent environmental and health performance criteria.
- ▶ Global compliance: REACH, RoHS and ISO 14001 certification, reinforcing commitment to sustainable product responsibility.
- ▶ Additionally certified under Singapore Green Label and other regional environmental standards.

These certifications demonstrate rigorous third-party validation of:

- ▶ Low-VOC emissions
- ▶ Absence of hazardous substances
- ▶ Manufacturing process sustainability
- ▶ Product lifecycle environmental impact

Strategic Expansion

Our certification roadmap targets 75% of decorative products with GreenPro certification by FY 2026, escalating to 90% by FY 2027, ensuring that the majority of Berger's portfolio meets world-class sustainability standards.



Life Cycle Assessment (LCA) and Environmental Transparency

Turning data into purpose-measuring what matters.

At Berger Paints, sustainability is not a slogan-it is a science. Through **Life Cycle Assessments (LCA)**, we evaluate the environmental footprint of our products from raw materials to manufacturing and use, ensuring that every litre of paint is created with measurable responsibility. These assessments help us understand how our paints perform across energy use, carbon emissions, water consumption and waste generation, allowing us to design products that are as gentle on the planet as they are vibrant on walls.

In FY 2024-25, Berger completed detailed LCAs covering **90% of our decorative product range, representing over 80% of our total turnover**. These assessments follow global sustainability standards and use verified data from our manufacturing operations and trusted industry databases. The insights gained have guided us in selecting cleaner ingredients, adopting greener manufacturing processes and reducing our carbon intensity by improving material efficiency and expanding renewable energy integration.

To make our sustainability data transparent and comparable, Berger also issues **Environmental Product Declarations (EPDs)**, independently verified documents that disclose the environmental performance of our key product lines. These EPDs allow architects, builders and customers to make informed, sustainable choices backed by credible data.

Our Current EPD Portfolio Includes:

- ▶ Water-Based Paints: Showcasing lower carbon emissions and higher renewable energy usage.
- ▶ Solvent-Based Paints: Featuring advanced solvent recovery and reduced waste generation.
- ▶ Exterior Insulation and Finishing Systems (EIFS): Engineered with recycled content to improve building energy efficiency and reduce material footprint.

As Berger Paints continues to redefine the chemistry of sustainability, our commitment to green product development is unwavering.

FY 2026-FY 2027 Targets

- ▶ 75% of decorative products with GreenPro certification by FY 2026 (up from the current 50%) and 90% of decorative products with certification by FY 2027 (near-universal green certification)
- ▶ Universal lifecycle assessments across all product lines, enabling transparent sustainability data for customers and stakeholders
- ▶ Digital transparency platforms providing product-level environmental impact information (carbon footprint, water use, waste generation)

Vision

By FY 2027, Berger's decorative portfolio will be predominantly green-certified, positioning us as India's sustainability-focused paint leader and enabling customers to make environmentally informed purchasing decisions with confidence.

Every brushstroke we create embodies our purpose to craft a future where colour inspires not just beauty but also responsibility.



Shaping the Future: Sustainability-Driven R&D and Innovation at Berger Paints

“To pioneer sustainable and innovative paint and coatings solutions by leveraging advanced research, technology and intelligent digital tools, creating superior, eco-conscious products that enhance customer experience and empower communities, while ensuring integrity, responsiveness and resilience across all stakeholders.”

Management Philosophy

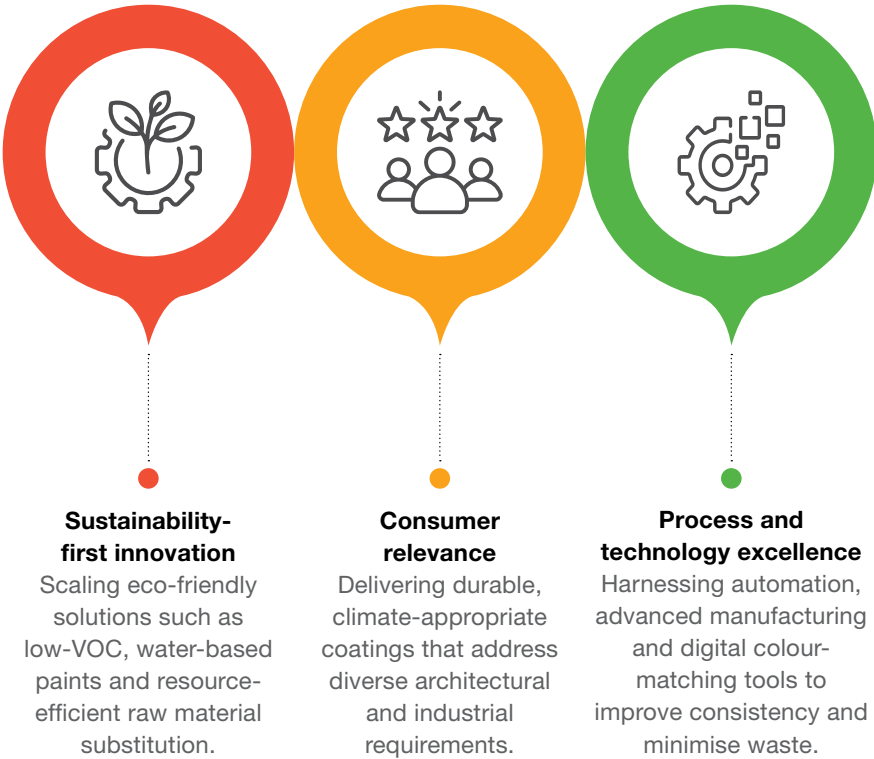
Innovation as the Engine of Sustainability

At Berger Paints, innovation serves as the core of the sustainability journey, enabling the creation of products that fulfil customer requirements while reducing environmental effects and advancing societal benefits. The R&D initiatives are directed by principles of sustainable chemistry, circular economy adoption and technological progress.

At Berger Paints, innovation is at the heart of our sustainability journey, driving us to create products that not only meet customer needs but also minimise environmental impact and promote long-term societal well-being.

Our R&D efforts are guided by a commitment to sustainable chemistry, circular economy principles and technological advancement.

Strategic Anchors of R&D



Alignment with UN Sustainable Development Goals

This management philosophy directly supports the UN Sustainable Development Goals (SDGs) by embedding sustainability into core R&D practices, contributing to global targets for equitable and resilient progress.



R&D Investment and Green Focus

In FY 2024-25, Berger invested ₹24.60 Crores in R&D, representing a strategic escalation to accelerate eco-innovations. A focused 10.35% of this allocation targeted green formulations, emphasising reductions in hazardous substances, enhanced durability and lifecycle efficiency directly supporting our sustainability goals.

Investment of
₹24.60 Crores
in FY 2024-25

This includes innovations in low-VOC (Volatile Organic Compounds), water-based and bio-based products, ensuring our portfolio evolves to address environmental challenges like climate change and resource scarcity.

In FY 2024-25, we launched many new products with sustainable attributes, including enhanced decorative enamels, ultra-smooth acrylic skim coats and epoxy casting systems for decorative applications. Prioritising low-VOC and water-based formulations to minimise environmental harm.

38
New Products

Product Portfolio Breakdown

- Decorative Segment: 16 new products (9 water-based, representing 56% of decorative launches)
- Industrial Segment: 22 new products
- Sustainability Focus: 56% of decorative launches prioritising water-based technologies

GRI 301, GRI 302, GRI 303, GRI 305

Quantified Environmental and Market Impact

The strategic shift toward water-based technologies has delivered measurable environmental and commercial benefits. By shifting 9 new decorative products to water-based formulations, Berger achieved:

Environmental Performance:

- 20% reduction in VOC emissions during end-use scenarios compared to conventional formulations
- Improved indoor air quality and reduced urban air pollution in application environments
- Enhanced alignment with national air quality standards and emission regulations

Market and Revenue Impact:

- 8.75% uptick in sustainable portfolio sales in FY 2024-25
- ₹105 Crores revenue contribution from sustainable products
- Strengthened market share in premium green paint segments
- Growing consumer demand for health-conscious, eco-friendly coatings

Societal and Health Benefits:

Product features such as anti-fungal additives and heat-reflective surfaces have empowered healthier living spaces with reduced microbial growth, delivered energy savings on cooling for end-users, fostered community resilience amid climate

challenges and aligned with SDG 3 (Good Health) and SDG 13 (Climate Action). These benefits demonstrate that innovation outcomes extend far beyond financial metrics to encompass human health and environmental quality improvements.

Water-Based Product Innovation: Core of Sustainability Strategy

Water-based technologies remain the cornerstone of Berger Paints' sustainability-led innovation strategy. As consumer awareness of health and environmental impacts intensifies, we have systematically accelerated our transition from solvent-heavy formulations to water-based alternatives that deliver superior

environmental performance without compromising quality or aesthetics.

Strategic Rationale for Water-Based Transition

Consumer demand has fundamentally reshaped our R&D priorities. Three key drivers inform our investment in water-based technologies:

Health Consciousness: Consumers increasingly seek low-VOC, non-toxic coatings for indoor environments, recognising the link between paint formulation and indoor air quality. This growing awareness has transformed health-conscious products from niche offerings into mainstream consumer expectations.

Environmental Responsibility: Growing consumer preference for water-based formulations reflects recognition of their lower carbon footprints across production, transportation and application phases. This shift aligns with a broader consumer movement toward environmentally conscious purchasing decisions.

Regulatory Alignment: Stringent air quality standards and emissions regulations are incentivising a market-wide transition toward low-VOC formulations. By positioning ourselves ahead of regulatory curves, we build both competitive advantage and brand credibility.

GRI 303-1, GRI 303-2



Performance Benefits of Water-Based Formulations

Water-based formulations deliver multiple performance advantages across the product lifecycle. They enable 20% lower VOC emissions at application and use stages, directly contributing to Scope 3 emissions reduction across our value chain and improving overall product sustainability. The significantly reduced volatile organic compounds present in these formulations support improved indoor air quality, creating healthier living and working environments for end-users compared to solvent-based alternatives.

Beyond environmental benefits, the water-dilutable nature of these formulations enables zero-liquid discharge manufacturing processes, preventing wastewater pollution and enabling water recycling and reuse within our facilities. This closed-loop approach to manufacturing efficiency reduces both water consumption and contamination risks. The reduced carbon footprint across production, transportation, and application phases contributes to overall lifecycle emissions reduction, making water-based products a truly comprehensive sustainability solution.

Market Positioning and Consumer Adoption

With 9 water-based products launched in FY 2024-25 across the decorative segment, Berger is increasingly capturing the premium, health-conscious consumer segment willing to invest in sustainable formulations. This segment is growing annually at a rate that significantly outpaces traditional paint markets, driven by rising affluence, environmental consciousness and health awareness among urban and semi-urban consumers. Our strategic positioning in this high-growth segment strengthens long-term market share and revenue resilience.

Durability Innovation: Extending Lifespan, Reducing Waste

At Berger Paints, we recognise that true sustainability innovation extends far beyond reducing emissions per unit of product; it means fundamentally extending the life of products themselves. Durability-focused innovation represents one of the most impactful sustainability strategies, as it directly addresses the hidden environmental costs of premature product failure and repeat cycles of manufacturing, transportation and application.

The Challenge of Paint Failure

Traditional paint formulations frequently fail prematurely when exposed to harsh environmental stressors like UV radiation, moisture infiltration, temperature fluctuations, air pollution and salt spray. This premature failure creates cascading environmental burdens. Standard formulations require repainting every

3-5 years, driving continuous material consumption and replacement cycles that compound environmental impact over time. This frequent repainting generates millions of litres of paint waste annually, representing wasted raw materials and manufacturing effort. Each repainting cycle generates emissions from manufacturing, transportation and application, multiplying the lifecycle impact of what consumers perceive as a single product.

Beyond environmental costs, premature failure creates customer burden through repeated maintenance costs, labour expenses and operational downtime that accumulate and erode customer value. At the industry level, the absence of durability differentiation has commoditised pricing, creating perverse incentives that penalise manufacturers investing in lifespan extension. This represents a fundamental inefficiency in how the industry has approached product

development, optimising for initial cost rather than total lifecycle value.

Berger's Durability Innovation: The Science

Berger's R&D team has engineered a new generation of high-durability coatings using advanced polymer chemistry and nanotechnology that transforms performance fundamentals.

Lifespan Extension: Pioneering Durable, Eco-Resilient Coatings

Berger's R&D rigorously targets lifespan extension as a cornerstone of sustainable innovation, engineering formulations that withstand harsh environmental stressors—UV exposure, humidity and pollution—while delivering uncompromised aesthetics and functionality. Through advanced polymer chemistry and nanotechnology integrations, our scientists have boosted paint durability by up to 15 years in FY 2024-25 launches, such as the

Ultra-Smooth Acrylic Skim Coat and WeatherShield Enamels, which feature self-healing binders and anti-chalking agents for superior adhesion on masonry and metal substrates.

The impacts are multifaceted and transformative. Extended lifespans reduce repaint cycles by [40% reduction in paint consumption and relevant raw materials], averting millions of litres in premature waste and curbing raw material demand by an equivalent volume, directly supporting circular economy principles by minimising virgin resource extraction and landfill contributions. Environmentally, this translates to a 10% drop in emissions from avoided manufacturing and application, fostering cleaner urban landscapes and aligning with SDG 11 (Sustainable Cities).

Customers reap up to 12% savings in lifecycle maintenance costs through our extended-durability coatings.

Strategic Collaborations: Forging Pathways to Sustainable Innovation

At Berger Paints, we believe transformative innovation flourishes through collaboration. By partnering with leading academic and research institutions such as Ramakrishna Mission Vidyamandira (Belur Bidyamandir), IIT Kharagpur and eminent government laboratories, we are nurturing a future where science and sustainability converge seamlessly. These alliances serve as intellectual accelerators, merging academic rigour with industrial agility to explore next-generation low-impact technologies and climate-aligned solutions.

Berger Paints actively partners with esteemed institutions to catalyse cutting-edge R&D, embedding sustainability at the core of our innovation ecosystem.

These alliances amplify our capabilities, translating academic and institutional expertise into practical, low-impact solutions for the paints industry.

Intellectual Property: Safeguarding Sustainable Breakthroughs

During FY 2024-25,

2

new patents were granted, plus one additional patent submitted is in the pipeline.

Research Publications: Knowledge Dissemination for Purposeful Impact

17

Research papers published to date. During the year, Berger's researchers authored various research papers, reflecting a culture of disciplined curiosity and craftsmanship that continually push the frontiers of coatings innovation and responsible design.

These publications signal a vibrant knowledge engine turning laboratory insight into real-world value for customers and communities while reinforcing a long-term commitment to innovation with purpose.



Materials Stewardship
and Responsible
Sourcing

Embedding
sustainability
from molecule
to masterpiece

GRI 301, 308, 414, 204

Management Philosophy

At Berger Paints, materials stewardship lies at the core of our sustainability philosophy. As one of India’s leading paint companies, we recognise that the environmental and social footprint of our products begins with the materials we source.

Our philosophy is simple yet strategic: ‘source responsibly, produce efficiently and distribute sustainably’. From procurement and handling to innovation and packaging, Berger is reimagining materials through a circular, ethical and digital-first lens.

Alignment with UN
Sustainable Development
Goals (SDGs)

Berger Paints’ Materials Stewardship and Responsible Sourcing strategy directly supports several of the United Nations Sustainable Development Goals (SDGs). Every initiative, from circular packaging to sustainable procurement reflects, our commitment to resource efficiency, ethical value chains and environmental regeneration.



Responsible Sourcing and
Circular Design

We strategically manage our raw material procurement to drive operational excellence and sustainability, with the total spend forming a cornerstone of our cost structure amid robust FY 2024-25 performance.

₹4,335 Crores

Total RM Spend (FY 2024-25)

GRI 301

This investment primarily supports the production of high-quality pigments, resins and solvents essential for decorative, industrial, powder and construction chemicals portfolios, enabling our Company to deliver innovative, low-VOC coatings that meet evolving customer demands while adhering to stringent environmental standards.

Local and Responsible
Procurement

Berger supports local economies through responsible sourcing, aligning procurement with India’s Make in India initiative.

₹2,051 Crore

Representing 48% of the procurement value, was sourced from local suppliers in FY 2024-25

Highlights

- ▶ Local supplier partnerships enhance business resilience and reduce supply chain risks.
- ▶ Active preference for Micro, Small and Medium Enterprises (MSME) in strategic sourcing.
- ▶ Regular supplier recognition programmes foster innovation and sustainability alignment.

GRI 204



Supply Chain Risk
Management and Resilience

In a volatile global environment, Berger’s supply chain strategy balances operational agility with long-term resilience. Our Company manages this balance through three integrated pillars.

First, supply diversification: A multi-sourcing approach covers 95% of critical raw materials, ensuring that no single supplier dependency threatens business continuity.

Second, localisation: Berger has invested in domestic production capabilities for formerly imported materials, insulating operations from volatile global commodity markets and reducing supply chain vulnerabilities.

Third, logistics innovation: Adoption of multi-modal transport leveraging railways and inland waterways strengthens resilience while reducing the carbon footprint of supply chain operations.

GRI 2-6, GRI 308-1, GRI 414-1

Safe and Efficient Material Handling

Ensuring the safe movement and management of materials is as critical as sourcing them. Berger has introduced several innovative programmes to make material handling more efficient, sustainable and safe.

Initiatives Driving Safer and Smarter Handling

- Implemented the ‘Right First Time’ initiative, aimed at defect prevention in our products and minimising process waste generation across manufacturing units.
- Undertaken the **Raw Material Suraksha (RMS) project**, which serves as a quick reckoner for all raw materials. This project is linked with the safety training project ‘Har RM Kuch Kaheta Hai’.
- **Project Paragon:** Reduced in-transit damages and improved depot storage, minimising material loss and environmental impact.
- **Eco-Friendly Chemicals:** Actively replacing high-VOC and non-compliant chemicals with environmentally safer alternatives.
- **5-Tier Safety System:** Ensures secure unloading of monomers and high-risk chemicals, strengthening occupational safety standards.

Supporting all these initiatives is Berger’s commitment to eco-friendly chemical substitution. We actively replaces high-VOC and non-compliant chemicals with environmentally safer alternatives, ensuring that material handling strengthens occupational safety, environmental compliance and product quality simultaneously.

Digitisation and Transparency in the Supply Chain

In FY 2024-25, Berger completed end-to-end digital transformation of its supply chain across procurement, logistics and manufacturing, successfully implementing advanced visibility and control systems.

Berger’s digital transformation has delivered measurable impact across the supply chain. Our Company now enjoys improved visibility on raw material traceability and

supplier performance, enabling better forecasting and inventory optimisation across all facilities. Real-time integration between depots, vendors and procurement systems strengthens coordination and responsiveness, reducing lead times and improving service levels. Critically, digital audit trails have enhanced governance and anti-corruption controls, creating transparency and accountability across every transaction in the supply chain ecosystem.



Supplier Sustainability and ESG Integration

Berger Paints’ supply chain is not just an operational network; it is a shared ecosystem of over 650 partners contributing to our innovation, quality and sustainability ambitions. We see our suppliers not merely as vendors, but as co-creators in our journey toward responsible growth.

To ensure that this extended ecosystem mirrors our sustainability ethos, Berger has established a robust **Sustainable Procurement Policy** and integrated **Environmental, Social and Governance (ESG)** parameters into every stage of supplier selection, evaluation and engagement. This integration has redefined procurement from a transactional process into a transformative partnership model, one that advances ethical business, resilience and climate responsibility.

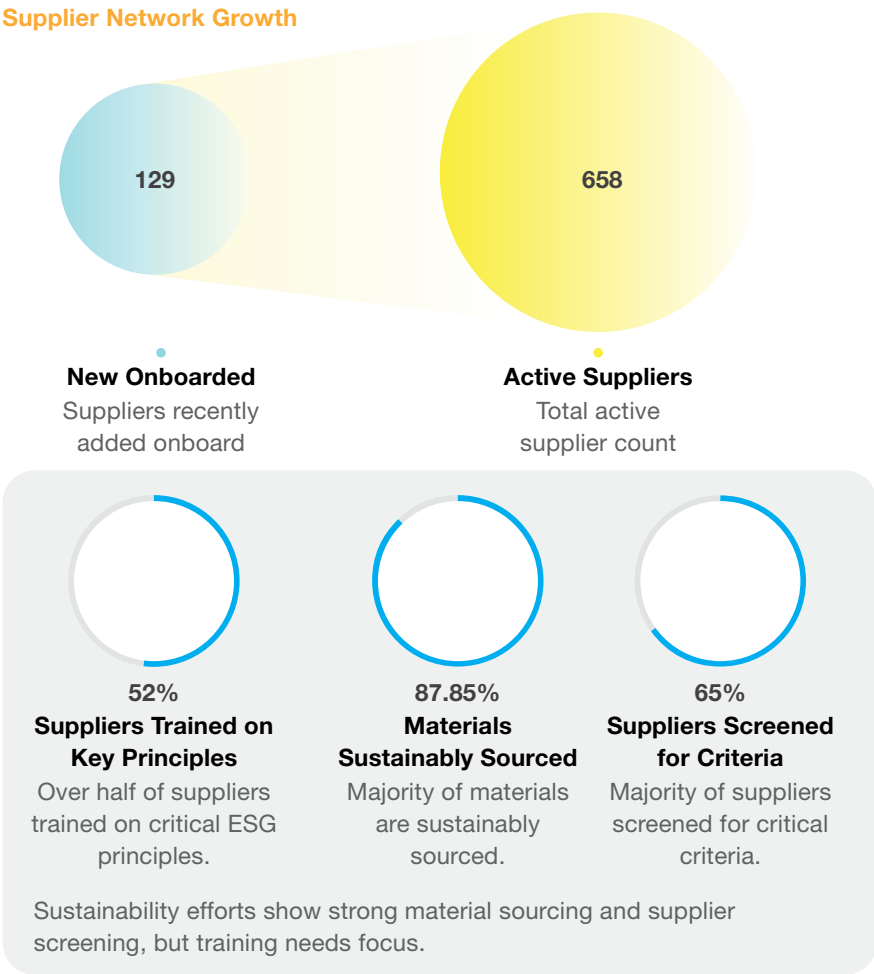
GRI 308-1, GRI 308-2, GRI 414-1, GRI 414-2

ESG Screening and Evaluation

In FY 2024-25, Berger onboarded **129 new suppliers**, all assessed against ESG performance criteria.

As part of our **supplier onboarding process**, we require suppliers to complete a **comprehensive questionnaire** that evaluates them against predetermined parameters. This enables us to assess compliance with our environmental, social and governance standards from the very beginning of the relationship.

GRI 308-1, 414-1



This comprehensive ESG evaluation process is complemented by **commodity-specific risk assessments** that identify suppliers with exposure to high environmental or social risks. For our **A-Class vendors**, those contributing most significantly to business operations, **79 of 102 suppliers (77%)** were assessed through structured due diligence and sustainability reporting.

Our goal is to achieve **100% ESG screening** across all A-Class suppliers by FY 2026, establishing a fully traceable and ethically responsible supply base.

At Berger, supplier engagement goes beyond compliance checks. We believe that lasting change comes through partnership, capacity-building and trust. Through our **Value Chain Outreach** initiative launched in FY 2024-25, we shared insights on human rights, equal opportunity and ESG best practices with key partners encouraging them to adopt sustainability standards that align with Berger's long-term vision.



We also conducted targeted **training programmes** on:

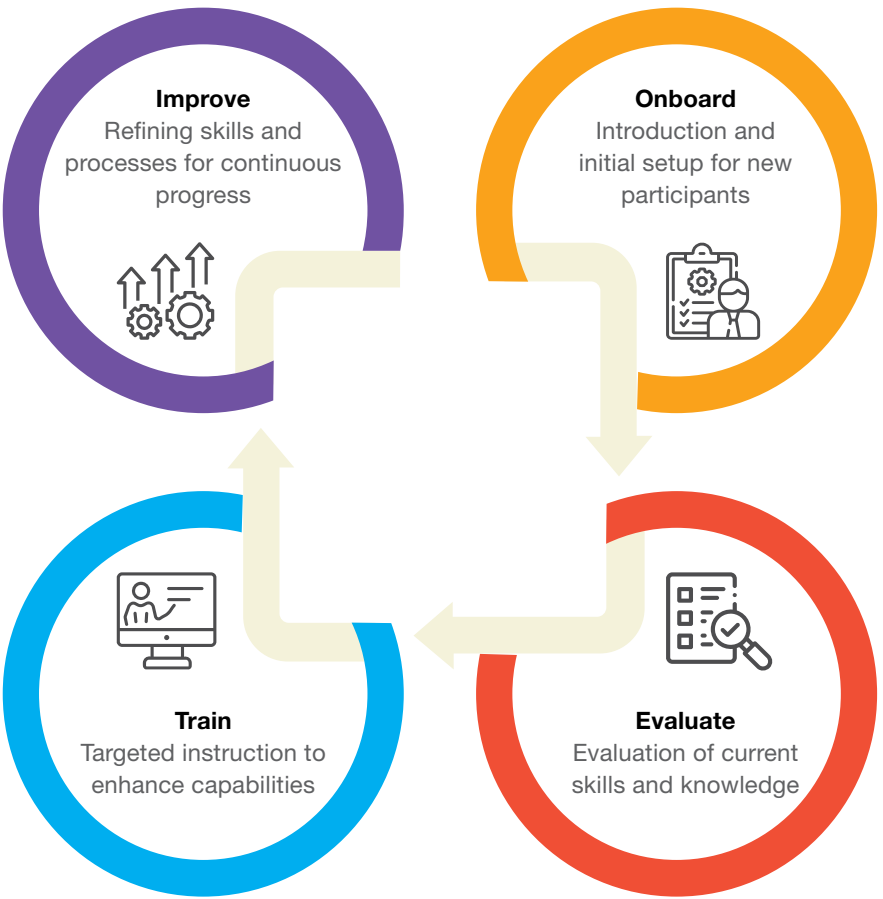
- ▶ Green chemistry and safe handling of materials,
- ▶ Lifecycle thinking in manufacturing,
- ▶ Occupational safety and industrial hygiene
- ▶ Energy and resource efficiency.

These sessions not only enhanced supplier awareness but also improved on-ground performance.

Supplier Engagement and Capacity Building

We take supplier engagement beyond compliance, transforming it into a collaborative journey of shared growth and innovation. Through continuous engagement forums, supplier recognition programmes and co-development initiatives, Berger empowers its partners to embrace sustainability as a business enabler. We emphasise transparent dialogue, regular feedback cycles, and mentorship to ensure that our suppliers not only meet expectations but also evolve into sustainability champions.

Our capacity-building efforts include tailored training on safe chemical handling, waste minimisation and product stewardship. Strategic partnerships with vendors help us pilot low-carbon technologies and material substitution programmes. This engagement nurtures a culture of mutual trust, accountability and innovation throughout the value chain.



GRI 308-1, GRI 414-1

Ethical Practices and Grievance Redressal

Berger's supplier governance is built on uncompromising ethics and transparency. Our **Anti-Bribery and Anti-Corruption Policy** applies equally to employees and suppliers, ensuring integrity at every interaction.

We engage only with partners who uphold internationally recognised labour and human rights standards, with explicit prohibitions against child labour, forced labour and discrimination. We maintain a proactive grievance channel consumerfeedback@bergerindia.com, allowing suppliers to report concerns confidentially. Each complaint triggers an internal resolution process overseen by our procurement and legal teams, ensuring prompt and fair outcomes.

Shared Success

What truly differentiates Berger's approach is its belief that sustainability is collaborative. We work hand-in-hand with our suppliers to co-create new materials, test low-carbon alternatives and align with global frameworks like the UN Global Compact and Responsible Care.

Through sustained engagement, 2024-25 recorded **zero environmental or social non-compliance incidents**, reaffirming the robustness of our system.

In essence, Berger Paints is transforming its supply chain into a force for positive change where each supplier becomes a steward of ethics, environment, and excellence.



GRI 2-26, GRI 205-3

Smart Procurement and Material Circularity

Berger Paints approaches circularity as a strategic imperative that shapes how we design, produce and deliver. Our narrative is not limited to waste reduction; it extends to material regeneration, smart packaging, and process optimisation. We view every material loop as an opportunity for innovation, turning residues into resources and packaging into platforms for reuse.

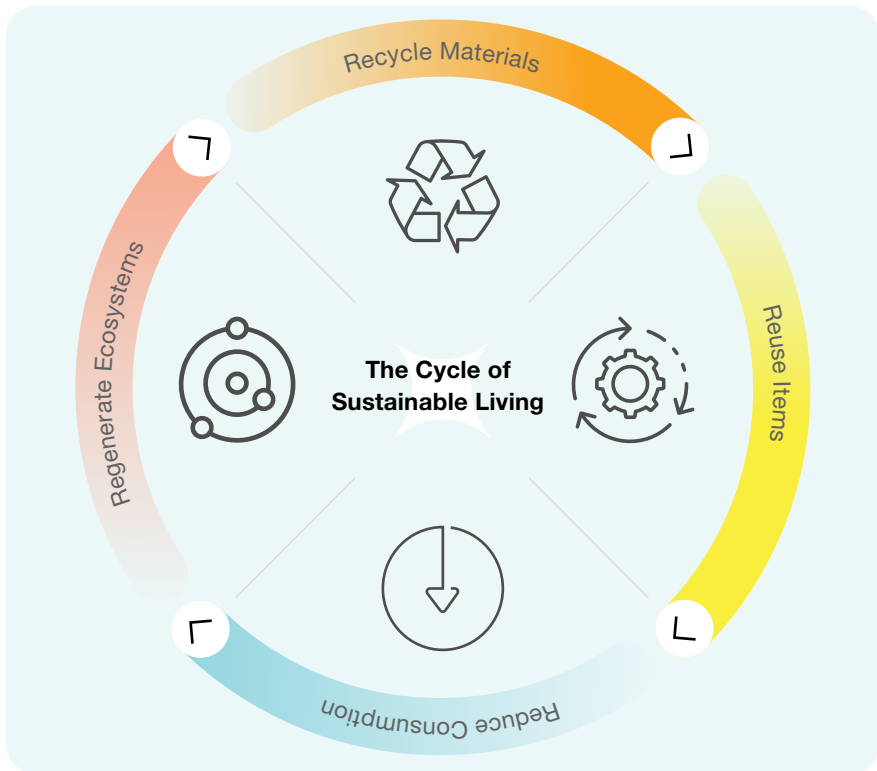
To strengthen this approach, Berger integrates life cycle thinking and cradle to cradle principles within its operations. We employ advanced resource mapping tools to track material efficiency across all plants, ensuring minimal landfill contribution and maximum recyclability. The concept of closing the loop is embedded in every phase of our supply chain, from responsible sourcing and low VOC formulation to the re-engineering of logistics materials like MDF boards and polypropylene sheets.

Through this lens, circular economy becomes not only a sustainability commitment but also a driver of

operational excellence. Our Company's design and procurement teams collaborate continuously to substitute virgin inputs with secondary materials, develop lightweight packaging and enhance EPR mechanisms for plastics. These continuous improvements amplify Berger's contribution to UN SDG 12 on Responsible Consumption and Production.

Circular economy at Berger Paints is not a peripheral agenda – it is the core philosophy driving material efficiency, innovation and waste valorisation. We have transitioned from a linear 'use and dispose' approach to a closed-loop ecosystem that recovers, repurposes and reinvents every possible input. This means integrating advanced resource mapping, material substitution and cross-functional innovation to ensure that each litre of paint contributes to a regenerative economy. Our plants are designed for energy, water and material symbiosis, linking production efficiency with environmental responsibility. Berger continues to push boundaries in circular economy integration. Every tonne of resource used is viewed through a lens of regeneration.

GRI 204-1, GRI 301-1, GRI 301-2



**FY 2024-25 Material
Circularity Achievements**

In FY 2024–25, Berger Paints translated its sustainability vision into tangible progress across materials and packaging efficiency. We deepened our focus on resource regeneration and responsible consumption, ensuring that every packaging innovation directly contributes to a lower ecological footprint. Our transition from linear material use to circular systems has not only reduced waste but also elevated efficiency and cost competitiveness.

We continued to improve our packaging ecosystem by reducing plastic dependence and increasing recyclability; nearly 30% of our total packaging materials now come from

renewable or recyclable sources. Through the introduction of reusable MDF boards and durable PP sheets for logistics, we have significantly curbed single-use waste and improved handling safety. These interventions complement weight reductions in metal and tin containers, leading to measurable gains in logistics efficiency, reduced emissions during transit and a lower carbon footprint.

Key achievements in FY 2024-25 include

- ▶ 100% Extended Producer Responsibility (EPR) compliance, with 9,479.52 MT of plastic waste recycled in accordance with Plastic Waste Management Rules
- ▶ 30% of packaging materials are now sourced from renewable or

recyclable sources, supporting India’s circular economy ambitions

- ▶ Packaging weight reductions: 15% reduction in metal drums and 7% reduction in tin containers, leading to measurable gains in logistics efficiency and reduced carbon footprint
- ▶ Ongoing Zero Liquid Discharge (ZLD) adoption across all manufacturing sites, progressively expanding to achieve comprehensive coverage

Together, these measures mark a decisive shift toward **low-impact packaging** and **smarter resource utilisation** proving that operational excellence and sustainability can co-exist seamlessly.

GRI 301-2, GRI 301-3, GRI 306-2



**Case Studies
Circularity in Action**

**PET Waste into Resin
Manufacturing**

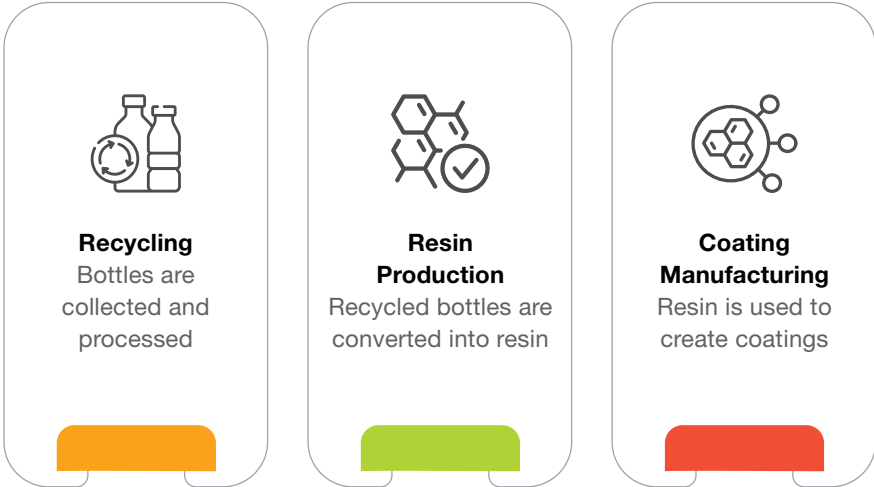
Challenge: Growing plastic waste and rising dependence on virgin raw materials.

Solution: Berger developed in-house processes to recycle PET waste into resins, a critical input for coatings.

Impact: Reduction in plastic waste, lower carbon footprint and advancement of circular economy principles.

GRI 301-2, GRI 306-2

PET Bottle Transformation Process



Process of Recycling PET Bottles



Berger Paints is moving towards more sustainable packaging that can be recycled. Currently, GP thinner is available in convenient pack sizes, with each purchase including a buyback price to incentivise responsible disposal and recycling.



After using the thinner, users must follow the instructions on the label to decontaminate the bottles and ensure they are clean and safe for recycling.



Customers can return their clean and dry used thinner bottles by visiting the nearest depot in Maharashtra between Monday to Friday (10:00 a.m. to 5:00 p.m.) to then receive a buyback price for the returned bottles.



The collected bottles are then transferred to the recycler’s facility. These are then repurposed, promoting a circular economy and reducing environmental impact.

Fly Ash Utilisation in Paints and Construction

Challenge: Industrial fly ash waste disposal posed environmental risks.

Solution: Integration of fly ash into primer formulations and production of fly ash bricks.

Impact: Reduction of industrial waste, cost optimisation and contribution to sustainable construction.

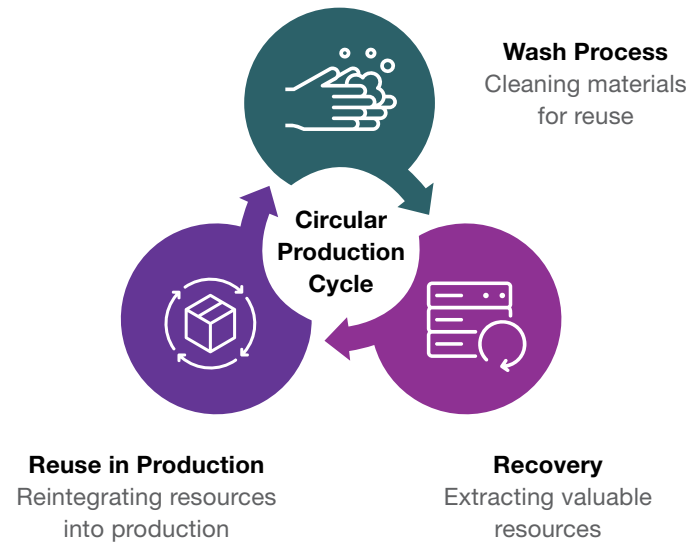


Solvent Regeneration and Reuse

Challenge: High solvent use leading to emissions and cost inefficiency.

Solution: Advanced recovery processes to regenerate solvents from wash operations and reuse in fresh paint batches.

Impact: Lower VOC emissions, reduced hazardous waste and improved resource efficiency.



Looking Ahead

Scaling up renewable and recycled inputs in both product and packaging lines, targeting increased incorporation of post-consumer and post-industrial materials

- Attaining 100% ESG screening of A-Class suppliers by FY 2026, establishing full supply chain transparency and accountability
- Implementing a Green Procurement Policy with measurable sustainability metrics and performance indicators for all supplier categories

► Strengthening strategic alliances for green chemistry innovation and packaging redesign, collaborating with technology partners and industry peers

Conclusion

In essence, Berger Paints' material stewardship demonstrates a fundamental shift from linear to circular production, creating value through innovation, collaboration and environmental accountability. Every decision from supplier selection to packaging design to solvent recovery reflects our belief that materials are

not mere inputs but opportunities for regeneration. By integrating responsibility into procurement, embedding sustainability throughout our value chain and pioneering circular economy practices, Berger is demonstrating that commercial success and environmental leadership are complementary objectives. This commitment to materials stewardship is not peripheral to our business strategy; it is central to how Berger creates lasting value for customers, communities and the planet.

FY 2024-25 Performance Insights

Metric	Value	Description
Raw Material Spend	₹4,335 Cr	Focus on sustainable inputs
Local Procurement	48% (₹2,051 Cr)	Strengthened local ecosystem
Code of Conduct	65% (428)	88% of spend covered
ESG Screened Vendors	77% (79/102)	Continuous ESG evaluation
New Suppliers Onboarded	129	All screened for ESG parameters
Packaging Renewability	~30%	Increasing recyclable material
Plastic Waste Recycled	9,479.52 MT	100% EPR compliance



Environment

Climate Action and Natural Capital Stewardship



At Berger Paints, environmental responsibility is embedded in our business strategy, not an afterthought. We are committed to stewarding the planet through systematic climate action, water conservation, circular economy principles, and sustainable supply chain practices. By reducing emissions, protecting water resources and minimising waste, we build operational resilience and competitive advantage for long-term success.

GRI 201-2, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

Berger Paints' environmental and sustainability initiatives are closely aligned with the United Nations Sustainable Development Goals (UN SDGs), serving as a compass for our long-term ESG vision. Our focus areas—ranging from climate action and energy efficiency to water stewardship and waste management to responsible material sourcing and circular economy principles—collectively advance several critical global environmental goals.



Climate Change: Business Imperative, Strategic Opportunity

Climate change represents both an existential challenge and a strategic inflection point for Berger Paints. As one of India's leading paint manufacturers, we recognise that our long-term viability depends not on whether we address climate change, but on how decisively and comprehensively we embed decarbonisation into our operational model.

India and the world face intensifying climate impacts. Extreme weather events—cyclones, floods, extended droughts, and heat waves are becoming more frequent and severe. For manufacturing operations like ours, these risks manifest as direct threats: water scarcity disrupting production, extreme heat stressing equipment and supply chain disruptions from transportation failures. Simultaneously, the global transition to low-carbon economies is reshaping competitive dynamics. Customers, investors, and regulators

GRI 201-2, GRI 305-1, GRI 305-2, GRI 305-5



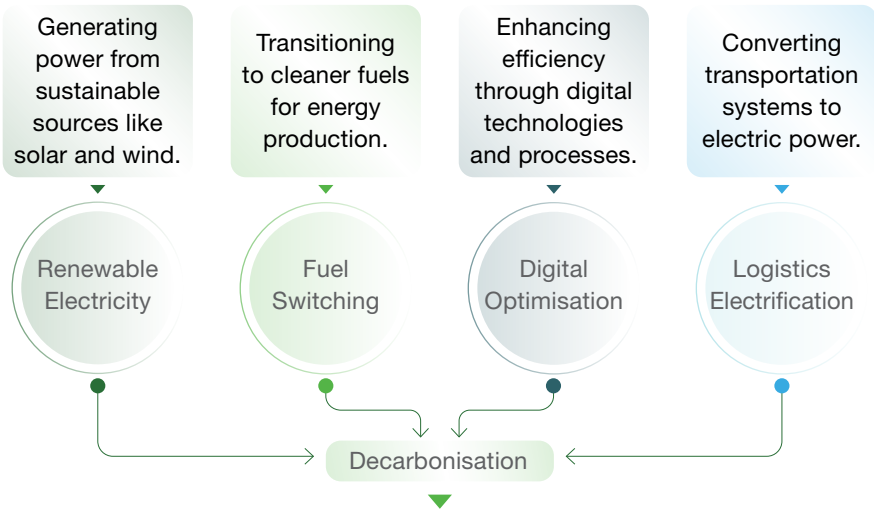
increasingly favour companies with credible climate strategies, creating both a regulatory imperative and a market opportunity.

At Berger Paints, we have chosen a proactive path. Rather than treating climate action as compliance overhead, we have woven decarbonisation into our capital allocation strategy and operational planning. The result: a measurable, multi-faceted transition plan that delivers emission reductions while

strengthening operational efficiency and competitive positioning.

In FY 2024-25, Berger Paints achieved combined Scope 1 and Scope 2 GHG reductions of 0.16% despite production growth, demonstrating successful decoupling of emissions from business expansion. This performance was underpinned by systematic execution across four critical levers: renewable energy transition, fuel switching, process efficiency and logistics electrification.

The Berger Climate Playbook: Four Levers of Decarbonisation



Our climate strategy is anchored in a clear, measurable framework that targets the most material sources of our carbon footprint. Rather than pursuing marginal improvements, we are investing in structural transformation.

GRI 305-5, GRI 302-4, GRI 302-1, GRI 102 1, GRI 102-2, GRI 102 3

1 Lever

Renewable Electricity Transition

Berger Paints has made significant capital commitments to solar infrastructure across our manufacturing footprint. In FY 2024-25, Berger Paints spent ₹2.50 Crores on clean energy. This expenditure yielded measurable returns: 18.5% of our total electricity consumption was sourced from renewable energy, with 9.80 million kilowatt-hours generated in-house through solar installations operational across nearly all our plants.

To contextualise this: solar generation of 9.80 million kWh directly displaces grid-sourced electricity, avoiding emissions. More immediately, this renewable generation delivered ₹8.39 Crores in energy cost savings in FY 2024-25, a direct financial benefit that justifies continued capital deployment.

The operational advantage extends beyond cost. Solar generation enhances resilience during peak demand seasons when grid electricity is constrained and expensive. By reducing dependency on grid supply, we also reduce exposure to energy price volatility.

Our roadmap is clear: we target 25% renewable energy penetration by FY 2026-27, with additional solar installations and evaluations of wind power feasibility at select locations. This trajectory, if maintained, will compound to approximately 35-40% renewable energy by 2030 positioning Berger Paints well ahead of India's current industrial average of 15-18% renewable electricity.

GRI 302-1, GRI 302-4, GRI 305-5

2 Lever

Fuel Switching and Process Efficiency

Beyond electricity, Berger's manufacturing operations depend on thermal energy for critical processes like paint curing, solvent evaporation, reactor heating and drying. Traditionally, these processes relied on fossil fuels (coal, fuel oil and diesel), each with significant carbon intensity.

We are systematically replacing fossil fuel dependency with cleaner alternatives. This transition is underway across multiple dimensions:

Piped Natural Gas (PNG) Deployment: At our Sandila and Howrah facilities, we are installing PNG infrastructure to replace coal and fuel oil combustion. Natural gas, while still a fossil fuel, has a carbon intensity approximately 40% lower than coal. For Berger, this transition represents a pragmatic intermediate step while we pursue longer-term zero-carbon thermal energy solutions.

Waste Heat Recovery (WHR) Systems: Our manufacturing processes generate significant waste heat in exhaust streams. Rather than allowing this energy to dissipate, we have deployed waste heat recovery systems that capture this energy and recycle it for space heating, water heating and other thermal applications. This approach reduces primary fuel demand, directly lowering both energy costs and emissions.

Bio-briquette Adoption: At select manufacturing locations, we are shifting toward bio-briquettes, compressed biomass fuel with significantly lower carbon intensity than fossil fuels. Bio-briquettes, derived from agricultural residue,

GRI 302-1, GRI 302-3, GRI 302-4, GRI 305-5

represent a near-carbon-neutral thermal energy source when sourced sustainably and they support India's broader biomass utilisation targets.

Equipment Optimisation: Beyond fuel switching, we continuously upgrade and optimise equipment. Investments in HVAC optimisation, LED lighting systems, automatic timers and Variable Frequency Drives (VFDs) reduce energy consumption per unit of production. Digital monitoring systems track equipment efficiency and flag optimisation opportunities in real time.

The cumulative impact is quantified: In FY 2024-25, we achieved a 14.41% improvement in energy intensity per kilolitre of production, compared to FY 2023-24. This improvement is particularly significant because it was achieved while maintaining production volumes and quality standards, demonstrating that efficiency gains were driven by genuine operational optimisation, not by reduced output.

This metric deserves emphasis because energy intensity is a leading indicator of decarbonisation progress. A 14.4% year-on-year improvement, if sustained, positions us to reduce per-unit energy consumption by approximately 50% over a 5-year horizon, a transformational improvement.

3 Lever

Logistics Electrification and Supply Chain Decarbonisation

Transportation represents a substantial portion of our Scope 3 emissions, the emissions generated by third parties in our value chain. Inbound logistics (raw material delivery), inter-plant transfers and outbound distribution collectively represent significant tailpipe emissions.

Berger has launched an ambitious logistics electrification programme. We have identified 130 warehouses across our network for depot-level electrification. The implementation is phased. We currently have 120 electric vehicles deployed in pilot phase operations, with 180 additional vehicles targeted for conversion in the ongoing rollout phase. Our strategic roadmap envisions full electric vehicle conversion of the remaining 400 diesel vehicles in our fleet.

The transition to EVs delivers multiple co-benefits beyond emissions reduction. Electric vehicles generate zero tailpipe emissions, directly improving air quality. Operationally, EVs reduce fuel and maintenance costs; as battery technology advances and battery costs decline, the economic payback period continues to improve. Battery swapping and charging infrastructure, increasingly accessible in India's major logistics hubs, enables seamless fleet operations without 'range anxiety' constraints.

Supply chain sustainability extends beyond our own operations. We have achieved 85.75% sourcing of inputs from sustainable and verified suppliers, a substantial commitment requiring systematic vendor qualification and ongoing audits. We are expanding supplier sustainability screening to ensure that raw material sourcing meets environmental standards. We have also initiated packaging reduction initiatives, systematically reducing packaging weight and transitioning toward recycled and recyclable materials, thereby reducing transportation weight and associated emissions.

GRI 305-3, GRI 308-1, GRI 308-2

4 Lever

Circular Economy and Waste Minimisation

Waste reduction and circular business models lower manufacturing emissions while improving resource efficiency, a virtuous cycle where environmental benefit aligns with cost reduction.

In FY 2024-25, Berger's waste management performance reflected systematic circular economy principles.

- **Waste recycled:** 758 metric tonnes of manufacturing waste were diverted from disposal and reintroduced into production processes.
- **Waste reused:** 176 metric tonnes was directly reused in manufacturing.
- **Hazardous waste management:** 111.459 metric tonnes of hazardous waste was reused in production processes; 802.51 metric tonnes was recycled; 2,766.041 metric tonnes was safely disposed of through authorised channels.
- **Plastic waste and Extended Producer Responsibility:** We recycled 9,479.52 metric tonnes of plastic packaging in

FY 2024-25, fulfilling our Extended Producer Responsibility (EPR) obligations at 100% compliance.

► **E-waste and operational waste:** We safely disposed of 32.10 metric tonnes of electronic waste through authorised recyclers and sent 2,633.81 metric tonnes of operational waste to authorised cement plants for co-processing.

Circular product innovation complements waste management. We have achieved 5.6% washing solvent recovery and reuse and 0.17% powder sweeping dust recovery metrics that appear small in percentage terms but represent meaningful resource conservation at scale. We are progressively shifting packaging toward recycled and recyclable materials, reducing virgin material dependency. Product design improvements have extended product lifecycle, reducing replacement frequency and embodied emissions.

GRI 301-2, GRI 301-3, GRI 306-1, GRI 306-2, GRI 306-4, GRI 306-5



Adaptation and Resilience:
Preparing for Physical
Climate Risks

While our mitigation strategy targets GHG reduction, our adaptation strategy ensures operational continuity in a climate-stressed world. Physical risks like water scarcity, extreme weather and supply chain disruption require defensive infrastructure investment and strategic planning.

GRI 201-2

Water Stress and Availability
Risk

Manufacturing paint is inherently water-intensive. Processes require water for reactor cooling, cleaning, waste treatment and product dilution. In an India increasingly characterised by water stress—with aquifers depleting, monsoons becoming erratic and competition for water intensifying—water availability poses a real operational risk.

Our Hindupur and British Paints Hindupur facilities, located in water-stressed regions of Andhra Pradesh, face elevated risk. We have implemented comprehensive water management protocols at these locations:

Mitigation measures include:

- **Water recycling and reuse:** Our 37,811 kilolitre recycling volume in FY 2024-25 directly reduces freshwater withdrawal. This recycled water is treated to quality standards suitable for industrial use, minimising depletion of local groundwater resources.
- **Consumption reduction:** Total water withdrawal declined from 475,535 kilolitres in FY 2023-24 to 432,432 kilolitres in FY 2024-25, despite similar production volumes. This reduction was achieved through process optimisation, leak detection and behavioural change initiatives.

GRI 303-1, GRI 303-5

- **Rainwater harvesting:** All manufacturing facilities are equipped with rainwater harvesting systems. The Company harvested 3,677 KL in FY 2023–24, which increased multifold to 28,450 KL in FY 2024–25, driven by infrastructure expansion across sites. This sharp growth underscores Berger Paints’ focus on reducing freshwater dependency and strengthening groundwater recharge within plant boundaries.

Rainwater Harvesting:

28,450 KL

FY 2024-25

3,677 KL

FY 2023-24

Multifold increase driven by infrastructure upgrades, supporting reduced freshwater dependency and enhanced groundwater recharge.

- **Zero Liquid Discharge (ZLD) systems:** More than 50% of our units have ZLD capability, with 3 additional units under project development for completion in FY 2025-26, further reducing freshwater dependency. Treated wastewater is reused for cleaning, cooling and landscape irrigation.

These measures are not merely environmental compliance; they represent strategic insurance against operational disruption. A water shortage scenario could reduce production capacity and create substantial cost absorption challenges. By reducing water intensity and diversifying sources, we reduce this vulnerability.

GRI 201-2

Extreme Weather and
Infrastructure Risk

India’s climate is becoming increasingly volatile. Cyclones, floods, unseasonal rainfall and extreme heat pose direct threats to physical infrastructure and supply chains.

Our resilience strategies include

Infrastructure hardening: Manufacturing facilities are designed and maintained to withstand extreme weather. Critical equipment is elevated and protected from flooding. Facilities in cyclone-prone regions (coastal areas) are constructed to withstand specified wind speeds.

Business continuity planning: We have diversified supplier bases; 95% of critical inputs are sourced from multiple vendors, reducing single-source supply risk. Buffer stock arrangements ensure continuity if primary suppliers face disruption.

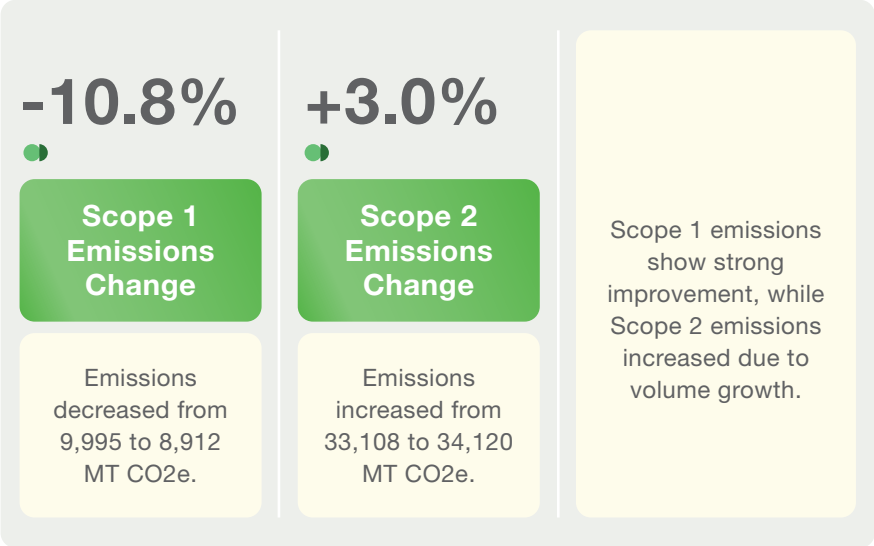
Insurance and early warning systems: We maintain comprehensive property and business interruption insurance. Real-time weather monitoring systems provide early warning of severe weather events, enabling evacuation protocols and emergency response activation.

Redundant utilities and alternative routes: Critical facilities have backup power generation, redundant water supply systems and alternative transportation routes, minimising single points of failure.

Community partnerships: We collaborate with local governments and NGOs on disaster preparedness, understanding that our resilience depends partly on broader ecosystem preparedness.



Measuring Progress: Quantified Decarbonisation Outcomes



Berger Paints’ climate strategy reflects a conviction that climate leadership and business excellence are mutually reinforcing. By systematically decarbonising operations, innovating climate-smart products and building operational resilience, we are positioning our Company for long-term success in a carbon-constrained world.

The quantified progress-10.8% Scope 1 reduction, 14.41% energy intensity improvement, 18.5% renewable penetration and a 7,127 MT GHG reduction- demonstrates that our transition strategy is delivering measurable impact. Critically, combined emissions (Scope 1 + 2) decreased 0.16% despite production growth, confirming successful decoupling.

Climate change is the defining challenge of our time. At Berger Paints, we are not just responding to climate imperatives; we are leading the transformation toward a low-carbon, resilient and sustainable paint industry. Our commitment is unwavering, our progress is tangible and our future is positioned for impact.

Air Pollutant Annual Averages

Pollutant	NOx	SOx	Particulate Matter (PM)	VOC
Current Year	29.18 mg/m ³ (Average)	16.41 mg/m ³ (Average)	52.11 mg/m ³ (Average)	2.18 ppm (Average)
Previous Year	30.75 mg/m ³ (Average)	19.19 mg/m ³ (Average)	53.76 mg/m ³ (Average)	4.01 ppm (Average)

Energy

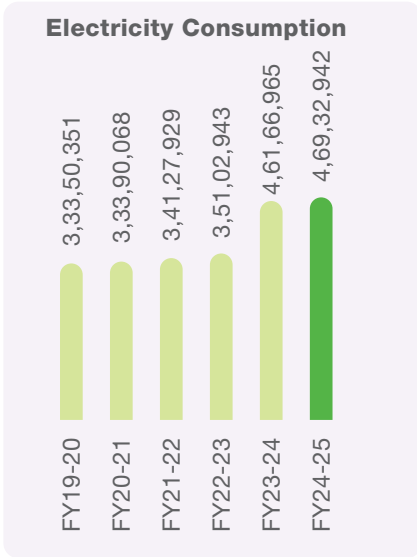
INTRODUCTION

Energy efficiency remains a defining pillar of our sustainability strategy, shaping both environmental stewardship and operational excellence. We are systematically optimising energy consumption across our manufacturing facilities through cleaner fuels, renewable energy integration and process innovation. The transition to low-emission technologies, alongside the expansion of our solar rooftop capacity, reduces our carbon footprint while enhancing long-term energy security. This reflects a deliberate shift towards a more resilient and sustainable energy framework.

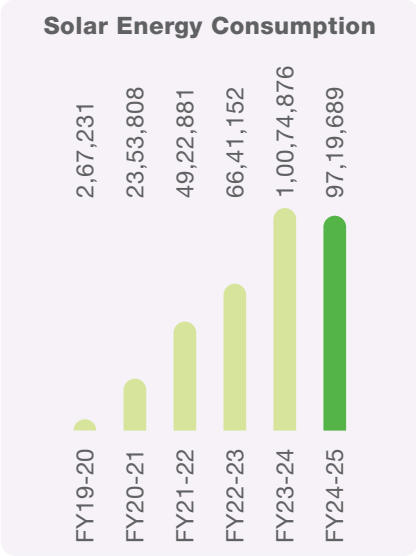
Our approach is supported by sustained investments in high-efficiency technologies and disciplined process upgrades. We have deployed energy efficient motors, LED lighting systems and optimised HVAC systems across operations. Regular energy audits enable data-led interventions and measurable savings. Additional controls including automatic timers, Variable Frequency Drives (VFDs) and lightweight cooling tower blades, photo sensors and street light timers, reinforce systematic energy management and enhanced efficiency gains.

Energy Dashboard

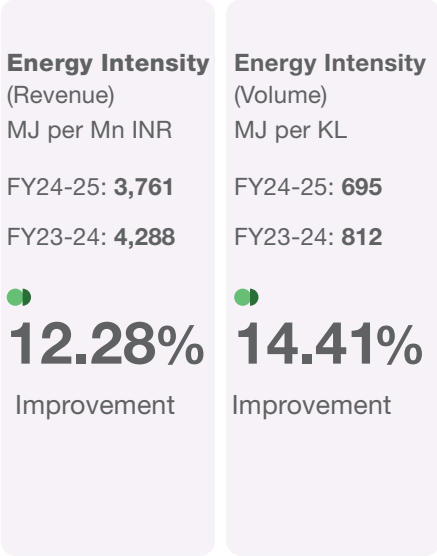
Total Non-Renewable Energy Consumption (Electricity) (KwH)



Total Renewable Energy Consumption (Solar) (KwH)



Energy Intensity Ratio



GRI 302-3



Sustainable Impact Through Energy Efficiency

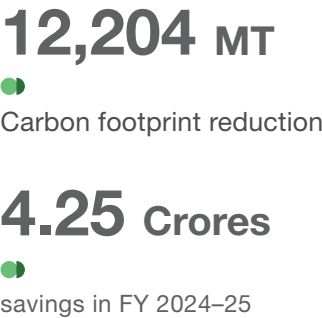
Our Company continues to prioritise sustainable growth through targeted energy conservation initiatives across operations. Rooftop Solar Power Plants are now operational at nearly all manufacturing locations, including the new Head Office in New Town, Kolkata during FY 2024-25. Energy-efficient lighting, supported by occupancy-based Lighting Management Systems (LMS), has been deployed across plants at Rishra, Jammu, Hindupur and Jejuri to optimise energy consumption.

At Rishra and Jejuri, the transition of process systems from fossil fuels to renewable biomass has materially lowered our carbon footprint. Additionally, we have enhanced efficiencies through waste heat utilisation and installation of Variable Frequency Drives (VFDs) in high-power equipment.

These measures resulted in a reduction of **12,204 MT** in **carbon footprint** and a 1.34% decline in specific power consumption.

Specific fuel costs for Resin and Emulsion operations decreased by approximately **21%**.

An investment of approximately ₹8.5 Crore in FY 2023-24 delivered realised **savings of 4.25 Crore in FY 2024-25**. Beyond cost optimisation, these initiatives enhance productivity, reinforce ESG performance and strengthen long-term operational resilience.

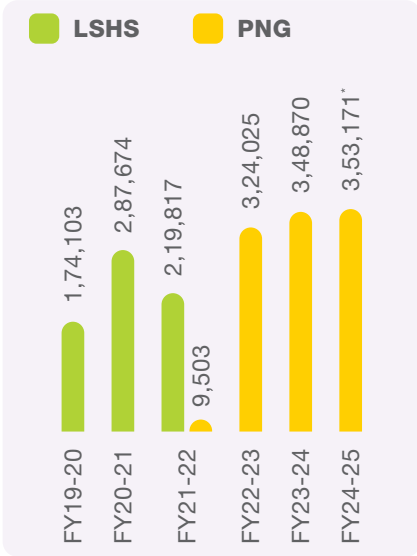


Sustainability Initiatives

Transition to PNG – Cleaner Fuel for Sustainable Operations

We have replaced Low Sulphur Heavy Stock (LSHS), High-Speed Diesel (HSD) and Furnace Oil (FO) in our Resin Thermopac operations with **Piped Natural Gas (PNG)**, a cleaner and more energy-efficient fuel. The transition has reduced greenhouse gas **emissions and particulate pollutants**, contributing to improved air quality and a lower carbon footprint. Owing to **higher combustion efficiency, PNG requires lower** fuel input to generate the same thermal output, enhancing energy performance while reducing operating costs. Its **non-toxic nature and lighter than air properties** further enhance operational safety by mitigating fire and handling risks. This transition to PNG marks our commitment to lower-emission, **safer and operationally efficient manufacturing practices**.

Transition from LSHS to PNG (In kg)



*FY 2024-25 includes CNG + PNG consumption.

GRI 302-4 & GRI 305-5

Energy Efficiency at Resin Plants

At our Resin Plants, we have transitioned from diesel-fired thermic fluid heaters to biofuel-based systems using groundnut pellets, cashew nut shells and sugarcane bagasse.

These renewable fuels operate through a fully automatic closed-loop charging system, enabling cleaner combustion and improved thermal efficiency. This transition has significantly reduced greenhouse gas emissions and carbon intensity, while generating significant cost savings.

Additionally, under **Project Harmony R**, optimisation of resin batch cycle time has further strengthened performance, generating **savings of ₹21 lakh** and contributing to additional GHG emission reductions, reinforcing our focus on efficient, low-carbon manufacturing.

GRI 302-4

Project (B)ALL Out – Enhancing Grinding Efficiency

Project (B)ALL Out, our flagship efficiency initiative, targets energy optimisation in the milling phase, one of the most power-intensive stages of the production. Traditional Ball Mills have been replaced with advanced systems including Basket Mills, IEC, Stator Rotor technologies, enabling more energy-efficient operations.

This project has resulted in saving of approximately **two lacs units of electricity**. Beyond energy reduction, the transition has enhanced operational safety and eliminated noise pollution, strengthening environmental and workplace performance standards.

GRI 302-4

Rooftop Power Plants

All our manufacturing facilities, except Howrah, are equipped with solar rooftop power plants. Five locations including Jejuri, Naltali, Rishra, Sikandrabad and Pondicherry have progressed to Phase II of their installation, demonstrating sustained momentum in renewable energy adoption. Cumulative investment in rooftop solar projects stands at ₹32.63 crore up to FY 2024-25, underscoring our structured approach to decarbonising energy consumption across operations.

GRI 302-1 & GRI 302-4

Project Urja Shakti

Project Urja Shakti is an organisation-wide initiative focused on **reducing Specific Power Consumption (SPC)** through operational optimisation, deployment of Energy Management System (EMS) and enhanced workforce awareness. By embedding accountability at every level, the initiative drives identification and implementation of energy-saving measures across plants. Urja Shakti strengthens cost efficiency, improves ESG performance and integrates power discipline into our organisational DNA, supporting long-term productivity and circular economy principles.

GRI 302-4

Project Sanchayan

Project Sanchayan centres on **improving yield, machine accuracy and resource efficiency across manufacturing operations**. The initiative enhances **dosing precision through load cell calibration**, ensuring accurate material usage and eliminating excess consumption. Improvements in **can filling operations** have further streamlined accuracy and consistency. The project also tracks and optimises raw material consumption benchmarks to improve cost and resource efficiency. In FY 2024-25, the initiative delivered savings of 2.8 lakh kWh, supported by a cumulative 0.5% yield over past four years.

GRI 302-4 & GRI 302-5



Renewable Energy

We continue to advance renewable energy adoption through targeted operational initiatives. Rooftop solar installations across our facilities have materially reduced greenhouse gas emissions. To further limit dependence on fossil fuels, we have transitioned to alternative biofuels, supported by an in-house bio-briquette facility for our process requirements. This shift reduces conventional fuel consumption and

lowers emissions per kilogram of production. Additionally, Waste Heat Recovery Systems (WHRS) are being implanted to capture residual heat from thermic fluid systems and flue gases, improving thermal efficiency.

Our solar power initiatives have delivered significant financial and environmental outcomes. In FY 2024-25, we realised savings of ₹8.39 Crore. During the same period,

rooftop solar installations contributed to a reduction of 7,127 MT of CO₂ emissions, reinforcing the dual benefit of cost optimisation and decarbonisation.

GRI 302-1 & GRI 302-4

9,719,688 kWh

Solar Energy Generated in FY 24-25

Total Energy Consumption

Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2024-2025 Current Financial Year	FY 2023-2024 Previous Financial Year
From renewable sources		
Total electricity consumption in MJ (A)	3,49,90,879.50	3,32,47,030
Total fuel consumption in MJ (B)	11,24,30,298.19	15,69,33,100
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources in MJ (A+B+C)	14,74,21,178	19,01,80,130
From non-renewable sources		
Total electricity consumption in MJ (D)	16,89,58,589.62	16,62,01,074
Total fuel consumption in MJ (E)	6,61,11,149.55	7,25,40,074
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources in MJ (D+E+F)	23,50,69,739	23,87,41,148
Total energy consumed in MJ (A+B+C+D+E+F)	38,24,90,917	42,89,21,278
Energy intensity per rupee of turnover in MJ/Min INR (Total energy consumed/ Revenue from operations)	3761.26	4287.9
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) in MJ/Min INR (Total energy consumed/Revenue from operations adjusted for PPP) PPP conversion factor for FY 2024-2025 considered 20.66 as per https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND	77708	88588
Energy intensity in terms of physical output in MJ/KL	695	812
Energy intensity (optional) - the relevant metric may be selected by the entity	-	-

GRI 302-1

Emissions Management:
Measuring Progress, Driving
Decarbonisation

The paint and coatings industry carries a significant environmental footprint. Paint manufacturing is inherently energy-intensive, with thermal processes, reactor heating and curing operations demanding substantial power. Combined with raw material processing and logistics, the industry generates some of the highest per-unit carbon emissions in the manufacturing sector. This reality shapes Berger Paints’ strategic imperative: as one of India’s leading paint manufacturers, we recognise that long-term competitive viability depends on systematically decoupling emissions growth from business expansion.

At Berger, emissions management is not a compliance checkbox; it is embedded into capital allocation, operational planning and performance metrics. This commitment reflects two converging forces: the regulatory tightening around air quality and carbon reporting and the market opportunity as customers and investors increasingly favour low-carbon suppliers.

GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, GRI 305-7



Our Emissions Footprint: A Six-Year Journey (FY 2019-20 to FY 2024-25)

Understanding the Historical Trajectory

Over the past six years, Berger Paints’ total greenhouse gas emissions have evolved significantly, reflecting the complex interplay between business growth, capacity expansion and progressive decarbonisation efforts.



During the period from FY 2019-20 to FY 2023-24, Berger Paints significantly expanded operational capacity. We opened new manufacturing facilities, including the fully operational Sandila plant in Uttar Pradesh (commenced operations

in 2023), expanded production at existing sites and increased market share in a competitive environment. This operational scaling drove higher production volumes and consequently, higher absolute energy consumption and emissions.

The critical insight is that in FY 2024-25, Berger Paints achieved measurable emissions reduction while maintaining business expansion. This is not a marginal improvement; it represents a structural shift in our emissions trajectory. Despite continued production growth, we reduced both Scope 1 emissions (direct emissions from fuel combustion) and Scope 2 emissions (indirect emissions from purchased electricity) year-on-year. This decoupling of emissions from revenue growth is precisely the strategic objective that distinguishes leaders from laggards in the climate transition.

GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4

Organisational Boundary and Scope
of GHG Accounting

The greenhouse gas (GHG) inventory has been prepared in accordance with the latest Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard (GHG Protocol). Energy conversion and emission factors are derived from the Intergovernmental Panel on Climate Change (IPCC) guidelines. Additionally, the CO₂ Baseline Database for the Indian Power Sector (Version 20.0, December 2024), published by the Ministry of Power, Government of India (Central

Electricity Authority), has been used for determining grid emission factors.

Our Company has adopted the equity share approach in determining its organisational boundary for greenhouse gas (GHG) accounting, in line with the GHG Protocol – Corporate Accounting and Reporting Standard. As of 31 March 2025, our Company has 17 subsidiaries and joint ventures.

For FY 2024–25, the attributed GHG emissions of four subsidiaries-SBL Speciality Coatings Pvt. Ltd., STP Ltd., Beppee Coatings Pvt. Ltd.

and Berger Jenson & Nicholson (Nepal) Pvt. Ltd. have been included in the GHG inventory, along with emissions from our Company’s 15 manufacturing plants and 181 depots.

Our Company intends to gradually expand the boundary of its GHG disclosures to include all remaining subsidiaries and joint ventures in subsequent reporting cycles. Emissions from corporate and regional offices have not been included in the FY 2024–25 GHG accounting data.

Parameter*	Unit	FY 2024-2025 Current Financial Year	FY 2023-2024 Previous Financial Year
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	8912	9995
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	34120	33108
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)	Metric tonnes of CO2 Equivalent/ MIn-INR of Turnover	0.42	0.43
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP) PPP conversion factor for FY 2024-2025 considered 20.66 as per https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND	Metric tonnes of CO2 Equivalent/ MIn-INR adjusted for PPP	8.67	8.88
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO2 Equivalent/ KL	0.08	0.08
Total Scope 1 and Scope 2 emission intensity (optional) - the relevant metric may be selected by the entity	-	-	-

Parameter*	FY 2024-2025	FY 2023-2024	Relative Change (%)
GHG Scope 1 emissions tCO ₂ e	8912	9995	10.8% (reduction)
GHG Scope 2 emissions tCO ₂ e	34120	33108	3% (increase)*
Intensity Scope 1 + 2 emissions tCO ₂ e/MIn INR	0.42	0.43	2.3% (reduction)
Intensity Scope 1 + 2 emissions tCO ₂ e/KL	0.08	0.08	-

*Production Volume in the year 2024-25 vis-a-vis 2023-24 had increased.

Scope 1

Emissions: Direct Manufacturing Impact

Scope 1 emissions, direct emissions from fuel combustion and manufacturing processes, declined 10.8% in FY 2024-25 compared to FY 2023-24, from 9,995 metric tonnes CO₂e to 8,912 metric tonnes CO₂e.

This reduction reflects systematic fuel switching across our manufacturing footprint. Traditionally, Berger's thermal energy for process heating relied on fossil fuels: coal for steam generation, diesel and fuel oil for direct heating in reactors and high-speed diesel for on-site power generation. Each of these fuel sources carries significant carbon intensity.

First, Piped Natural Gas (PNG) substitution. At our Sandila and Howrah facilities, we have installed PNG infrastructure to replace coal combustion. Natural gas, while still a fossil fuel, has approximately 40% lower carbon intensity than coal. For Berger, this transition required upfront infrastructure investment but yields both long-term emissions reductions and cost benefits through improved energy pricing.

Second, biomass-fired thermal energy. We have deployed biomass-fired thermic fluid heaters at six manufacturing locations - Jejuri, Naltali, Rishra, Goa, Pondicherry

and Jammu. These heaters utilise renewable materials: groundnut shell pellets, cashew nut shell briquettes and sugarcane bagasse. Biomass, being renewable agricultural residue, offers near-carbon-neutral thermal energy. More importantly, biomass sourcing supports India's circular economy objectives by providing a productive outlet for agricultural waste. The transition from diesel-fired heaters to biomass has delivered substantial emissions reductions, collectively reducing Scope 1 annually while generating significant cost savings.

Third, process efficiency and waste heat recovery. Beyond fuel switching, we have deployed waste heat recovery systems at key facilities. These systems capture exhaust heat from manufacturing processes and recycle it for space heating, water heating and industrial processes. This approach reduces primary fuel demand without compromising production capacity.

The 10.8% Scope 1 reduction in FY 2024-25 represents the compounding impact of these initiatives. Critically, this reduction occurred during a period of continued production growth, confirming that fuel switching is delivering tangible emissions abatement.

GRI 305-1, GRI 305-4

Scope 2

Emissions: The Renewable Energy Imperative

Scope 2 emissions, indirect emissions from purchased grid electricity, increased 3% in FY 2024-25 compared to FY 2023-24, rising from 33,108 metric tonnes CO₂e to 34,120 metric tonnes CO₂e.

This trajectory reflects the strategic challenge of managing a carbon footprint during a year of significant operational scaling, including capacity expansion at the Sandila facility and 181 depots.

In India, grid electricity remains predominantly carbon-intensive, with coal representing approximately 70% of the generation mix.

Consequently, every unit of grid electricity consumed carries high embedded emissions, creating a regulatory and environmental imperative for transition

Berger's renewable energy strategy centres on distributed solar generation. Rather than depending solely on national energy transitions (which operates on decadal timescales), we have made substantial capital investments in rooftop solar installations across our manufacturing network.

In FY 2024-25, Berger Paints generated 9.8 million kilowatt-hours of renewable electricity through in-house solar installations operational

across manufacturing facilities. This renewable generation displaced equivalent grid consumption, directly avoiding approximately 7127 metric tonnes of CO₂e emissions.

While absolute Scope 2 emissions grew by 3% due to business expansion, this growth was significantly moderated by our solar interventions. It is notable that despite this absolute increase, our total Scope 1 and 2 emission intensity remained stable at 0.08 tCO₂e/KL. This stability indicates that our renewable energy expansion is effectively decoupling carbon impact from business growth, the hallmark of a successful decarbonisation strategy.

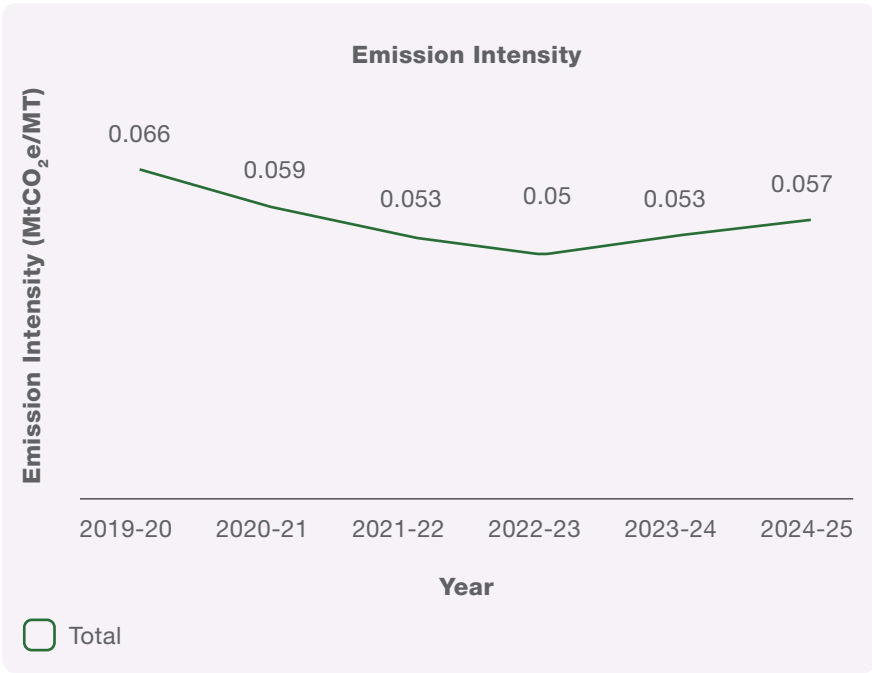
GRI 305-2, GRI 305-4



Emissions Intensity: The Metric That Matters Most

While absolute emissions have grown historically (and are now decoupling from growth), the most revealing metric is emission intensity: greenhouse gas emissions per unit of production.

Berger Paints tracks this metric in metric tonnes of CO₂ equivalent per metric tonne of paint produced (MtCO₂e/MT).



From FY 2019-20 to FY 2022-23, emission intensity demonstrated a consistent downward trajectory, declining from 0.066 MtCO₂e/MT to a low of approximately 0.050 MtCO₂e/MT. This 24% improvement over four years reflected the compounding impact of early-stage energy efficiency initiatives, renewable energy deployment and process optimisation across manufacturing sites.

In FY 2024-25, emission intensity stands at approximately 0.056 MtCO₂e/MT. The slight uptick from the FY 2022-23 baseline warrants transparent explanation. This increase reflects two countervailing factors: first, the Sandila facility, which commenced operations in 2023, began contributing to Company-wide production and emissions metrics in FY 2024-25. As a newly commissioned operational facility, it is currently in the optimisation phase early-stage



efficiency will improve as operational parameters are refined.

Second, solar expansion projects were temporarily paused in FY 2024-25 due to safety-related concerns, limiting renewable energy contribution growth relative to production expansion. These projects are scheduled to resume, with additional renewable power purchase agreements (PPAs) currently in the pipeline.

Importantly, the intensity performance must be contextualised against the 10.8% reduction in Scope 1 emissions and the 3% absolute increase in Scope 2 emissions, which was significantly moderated by our solar interventions. The intensity metric, while showing a modest uptick, remains significantly improved versus the FY 2019-20 baseline (0.066 MtCO₂e/MT). Furthermore, our renewable energy and fuel-switching initiatives are expected to drive intensity improvements in FY 2025-26 and beyond, as Sandila facility optimisation matures and additional solar capacity comes online.

Air Emissions



These results demonstrate Berger's commitment to cleaner production practices, emission control upgrades and adherence to stringent air quality management standards across all manufacturing units.

Berger's Decarbonisation Arsenal: Capital-Disciplined Emissions Reduction

Berger's emissions reduction strategy rests on a fundamental principle: decarbonisation investments must deliver both environmental and financial returns. This approach ensures that emissions reduction is self-funding and strategically aligned with value creation.

Across our manufacturing footprint, we have deployed a comprehensive portfolio of emissions reduction projects spanning renewable energy, fuel switching and process efficiency. These projects represent substantial capital deployment, rigorous project management and measurable impact.

Solar Power: The Cornerstone of Renewable Transition

Rooftop solar installations represent Berger's primary renewable energy strategy. We have systematically

deployed solar capacity across ten manufacturing locations- Hindupur, Jejuri, Naltali, Rishra, Goa, Pondicherry, Sandila, Jammu, British Paints Hindupur and British Paints Sikandrabad.



Project-Level Impact:

The scale of solar benefits is best understood through flagship installations:

- **Sandila Rooftop Solar Plant (₹6.89 Crores invested, October 2022):** This is our largest single solar installation. In FY 2024-25, 1,709.5 metric tonnes of CO₂e emissions were reduced and ₹1.85 Crores cost savings were delivered.
- **Hindupur Rooftop Solar Plant (₹3.65 Crores invested, February 2020):** Operating for over four years, the facility achieved a 979.5 metric tonne of CO₂e reduction in FY 2024-25. The installation demonstrates solar economics maturation: early payback periods improve through reduced battery costs and grid balancing advances.

- **Jejuri Phases I and II (₹4.1 Crores combined investment, October 2020 and September 2023):** Combined, these installations deliver 1,765 metric tonnes of CO₂e reduction annually, with FY 2024-25 cost savings of ₹2.74 Crores. The multi-phase approach demonstrates our modular capacity expansion strategy.

**Biomass Thermal Energy:
Renewable Heat for Manufacturing**

Beyond electricity, Berger's manufacturing processes require thermal energy for paint curing, solvent evaporation and reactor heating. We have deployed biomass-fired thermic fluid heaters as clean alternatives to diesel and coal combustion.

Biomass Sourcing and Sustainability:

Our biomass fuel sources include groundnut shell pellets, cashew nut shell briquettes and sugarcane bagasse. These materials are agricultural residues that would otherwise be burnt in fields (contributing to air pollution) or sent to landfills. By utilising these residues as thermal fuel, Berger Paints supports India's circular economy objectives while achieving a near-carbon-neutral heat supply.

Deployment Across Manufacturing Sites:

We have installed biomass-fired thermic fluid heaters at six key facilities:

- **Sandila Facility (₹1.03 Crores invested, February 2023):** In FY 2024-25, this installation generated 1,097.1 metric tonnes of CO₂e reduction and ₹1.8 Crores in cost savings. The superior economics of biomass (vs. diesel) make this investment highly attractive.
- **Pondicherry Facility (₹1.05 Crores invested, December 2015):** This long-operating installation generated 610.6 metric tonnes of CO₂e reduction in FY 2024-25 and ₹3 Crores in annual cost savings. The facility demonstrates multi-decade payback success of biomass thermal investments.
- **Rishra Facility (₹3.85 Crores invested, February 2020):** Operating for over four years, this installation generates 1,088.7 metric tonnes of CO₂e reduction



annually, with FY 2024-25 cost savings of ₹1.29 Crores.

- **Jejuri, Naltali, Goa and Jammu facilities:** Additional biomass installations at these locations collectively contribute to a 2,600+ metric tonne CO₂e reduction annually.

**Integrated Project Portfolio:
Quantified Impact**

Across our complete decarbonisation project portfolio of 26 major initiatives spanning solar, biomass and efficiency upgrades, Berger has invested ₹49.69 Crores of capital with combined annual cost savings of ₹27.88 Crores in FY 2024-25 and emissions reductions of 15,000+ metric tonnes of CO₂e annually.

This portfolio demonstrates that decarbonisation is not a cost centre but a value centre, generating attractive financial returns while driving emissions reductions.

Energy Efficiency and Process Optimisation

Beyond renewable energy and fuel switching, Berger systematically upgrades equipment and optimises manufacturing processes to reduce energy intensity. These initiatives include HVAC optimisation, LED lighting system deployment, automatic timers and Variable Frequency Drives (VFDs) on motors.

Aggregate Biomass Impact:

Our six biomass-fired thermal installations have a combined capital investment of ₹12 Crores and deliver combined emissions reductions exceeding 5,000 metric tonnes of CO₂e annually. Annual cost savings range from ₹8-9 Crores across the portfolio, with most installations achieving payback periods of 2-4 years.

- Additional solar capacity: Targeting 22% renewable energy penetration by FY 2026-27 (vs. current 18.5%)
- Expanded biomass deployment: Increasing biomass thermal energy at existing and new facilities
- Electric vehicle fleet transition: Accelerating EV adoption in the logistics network toward 50% fleet electrification by 2028
- Scope 3 decarbonisation: Systematic supplier engagement and supply chain optimisation

These initiatives are anchored not in aspirational commitments but in capital discipline and proven returns. Each project must demonstrate financial viability alongside emissions impact. This combination ensures that decarbonisation becomes self-perpetuating economically compelling, not dependent on external mandates.

**Conclusion: Emissions
Management as a Strategic
Imperative**

Emissions management at Berger Paints reflects a clear conviction: climate action and business excellence are mutually reinforcing. By systematically reducing emissions intensity, investing in renewable energy and cleaner fuels and optimising manufacturing processes, we are building a competitive advantage while advancing environmental stewardship.

The quantified progress in FY 2024-25 10.8 percent Scope 1 reduction, 3 percent Scope 2 reduction, 14.41 percent energy intensity improvement, 18.5 percent renewable energy penetration, and approximately 7,127 metric tonnes of total GHG reduction demonstrates that our transition strategy is delivering tangible impact.

More significantly, the decoupling of emissions growth from revenue growth signals that structural transformation is underway.

Emissions management is not a destination for Berger Paints but an accelerating journey. The infrastructure installed, the capital deployed and the operational improvements achieved in FY 2024-25 provide the platform for continued advancement. As renewable energy technologies improve, battery costs decline and biomass sourcing expands, the economic case for further decarbonisation becomes increasingly compelling.

In a carbon-constrained world, emissions leadership is business leadership.

FY 2024-25 Progress

10.8%

Scope 1 Reduction

14.41%

Energy Intensity Improvement

7,127 tonnes

Total GHG Reduction

18.5%

Renewable Energy Penetration

Water and Effluents Management

Water as a Strategic Resource: Context and Imperative

Water is far more than an operational input for paint manufacturing; it is a strategic asset whose availability, quality and stewardship determine long-term business resilience. The paint industry is inherently water-intensive, consuming approximately 75-85 million gallons daily globally. This reality is particularly consequential in India, which holds only 4% of the world's freshwater resources despite supporting the 18% of global population.

For Berger Paints, this convergence of industry water intensity and regional water scarcity creates both operational challenges and competitive opportunities. Three of our manufacturing plants-Berger Paints Hindupur, British Paints Hindupur and British Paints Sikandrabad-are located in water-stressed regions where groundwater depletion and municipal supply constraints are persistent realities. This geographic reality has driven Berger to develop water stewardship practices that go far beyond industry norms. Rather than viewing water scarcity as a constraint, we have systematised our water management into a competitive advantage: our water-stressed plants now demonstrate higher efficiency, greater recycling and lower freshwater dependency than our water-abundant sites.

In FY 2024-25, this strategic positioning delivered quantified results: total water withdrawal declined 9% year-on-year despite stable production, water consumption intensity improved 8.97% per kilolitre of production and we achieved zero untreated discharge across all manufacturing locations. These are not marginal improvements; they represent structural transformation in how Berger operates.



The Global Benchmark and Berger's Position

Paint industry water recycling remains extremely low globally: only approximately 4% of water used in paint production is recycled in conventional operations. This benchmark reflects the industry's historical approach: use water once, treat it, discharge it and depend on fresh sources for the next production cycle.

Berger Paints rejects this linear model. Instead, we have implemented a circular water economy approach where:

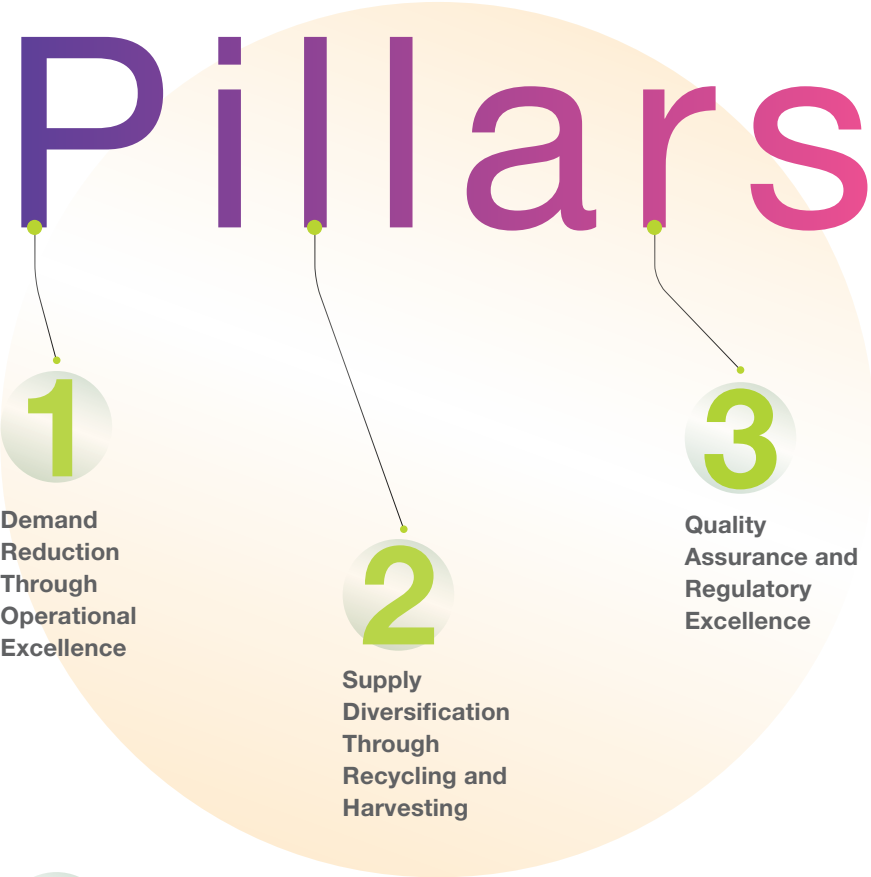
- Treated water is recycled and reused rather than discharged.

- Zero-Liquid Discharge (ZLD) systems capture and treat every effluent stream.
- Rainwater harvesting captures every drop falling on factory premises.
- Wastewater from equipment cleaning is collected and reused in subsequent batches.

In FY 2024-25, we recycled 37,811 kilolitres of treated water, representing 9.7% of total consumption, nearly 2.4 times the global industry benchmark of 4%. More significantly, this recycled water is deployed productively: ZLD system output is reused for both domestic (gardening, landscaping) and industrial (cooling, cleaning) purposes, creating a closed-loop system where nearly all treated water has productive application rather than discharge.

Our Strategic Approach: Three Pillars

Berger Paints' water management strategy operates across three integrated pillars: demand reduction, supply diversification and quality assurance.



1

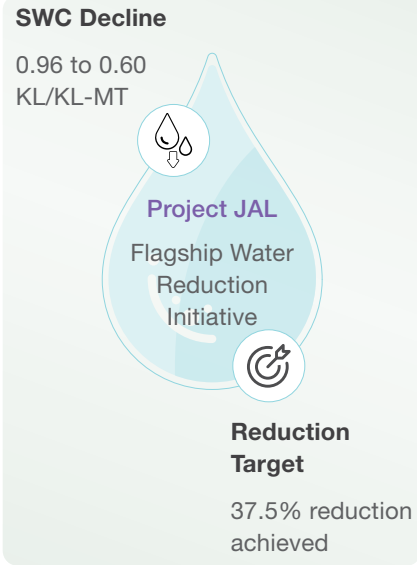
Demand Reduction Through Operational Excellence

The most sustainable water is water never consumed. We have systematically attacked water consumption through multiple channels:

Project JAL: Beyond Target Performance

Project JAL is our flagship water reduction initiative, launched to reduce freshwater intake across all manufacturing units by lowering wastewater generation, arresting leakages and spreading awareness about water conservation.

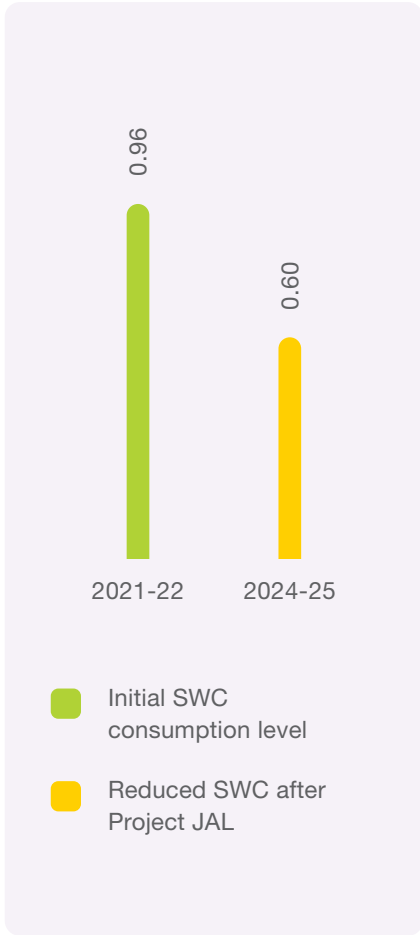
Project JAL Reduces Water Consumption



The results dramatically exceed expectations. Before Project JAL implementation, our Specific Water Consumption (SWC), measured as kilolitres of water per kilolitre of paint produced per metric tonne, stood at 0.96 KL/KL-MT in FY 2022-23. Through systematic process redesign, equipment upgrades and behavioural change across teams, SWC has declined to 0.60 KL/KL-MT in FY 2024-25, leading to a reduction of 37.5% against a target of 27% reduction.

At scale, this efficiency gain translates to 2.32 Crores litres of water conserved in FY 2024-25 alone, representing water that would have otherwise been consumed in production but was saved through smarter processes and equipment.

Specific Water Consumption Reduction (In KL/KL-MT)



Direct implications:

- ▶ Lower freshwater extraction from groundwater and municipal supplies (reducing water stress in already-stressed regions)
- ▶ Reduced wastewater treatment requirement (lowering ETP load and operational cost)
- ▶ Improved production economics (lower water cost per unit output)

Process innovations driving Project JAL includes:

- ▶ Digital water flowmeters installed at all units for real-time consumption tracking
- ▶ Automated alerts for consumption anomalies enabling rapid corrective action
- ▶ Process redesign capturing mixer wash water for reuse in subsequent batches (vs. disposal)

Minimised cooling water cycles through process optimisation

GRI 303-1, GRI 413-1



Water Stress Region Strategy: Competitive Differentiation

In water-stressed regions, particularly Hindupur, where two of our plants operate, we have moved beyond efficiency to fundamental supply model transformation.

At Berger Paints Hindupur, we have eliminated groundwater consumption entirely. Rather than extracting from already-depleted aquifers, we source all freshwater from third-party suppliers. This represents a deliberate trade-off: higher freshwater procurement cost versus zero contribution to aquifer depletion and zero risk of groundwater contamination.

Across our three water-stressed plants, we have achieved a reduction in water consumption intensity in FY 2024-25, demonstrating that even in water-constrained environments, efficiency is achievable. More significantly.

This strategy has positioned Berger as a water-positive actor in water-stressed communities rather than a water consumer in competition with local populations. The social license to operate in these regions is strengthened not by compliance but by demonstrable commitment to water stewardship.

2

Supply Diversification Through Recycling and Harvesting

While demand reduction represents the primary strategy, we simultaneously pursue supply diversification to ensure never-ending water supply security.

Zero-Liquid Discharge (ZLD) Systems: Recycling as Infrastructure

Paint manufacturing generates wastewater primarily from three sources: equipment cleaning (reactor washing, mixer cleaning), operator utilities (washing facilities, gardening) and cooling system blow-down. Historically, this wastewater was treated in Effluent Treatment Plants (ETPs) and discharged once it met Pollution Control Board (PCB) parameters.

Berger has moved beyond 'discharge compliance' to 'zero discharge, full reuse'. We have installed Zero-Liquid Discharge systems at our manufacturing units. These systems represent a fundamentally different approach: rather than treating water for discharge, we treat water for reuse.

Currently, more than 50% of our manufacturing units have fully operational ZLD systems, with 3 units under active development for completion in FY 2025-26.

ZLD Technology Architecture:

Our ZLD systems operate through multiple stages:

- **Primary treatment**
Effluent from ETPs enters primary treatment where suspended solids are removed.
- **Filtration**
Multi-stage filtration (1 micron, 5 micron, 10 micron) removes increasingly fine particles.



Reverse Osmosis (RO)

RO modules separate dissolved salts and contaminants, producing purified water suitable for reuse.

Multiple Effect Evaporators (MEE) and Mechanical Vapor Recompression (MVRE)

Residual concentrated brine (reject water) is processed through MEE and upgraded MVRE systems, which evaporate remaining water and crystallise salts for disposal, achieving near-zero liquid discharge.

This multi-stage approach transforms a waste stream into dual output: reusable water and crystallised salt solid waste.

FY 2024-25 ZLD Performance:

In FY 2024-25, total water treated through ZLD systems across our facilities reached 36,362 kilolitres, representing water that would have otherwise been discharged but was instead recovered for productive reuse.

Facility-level ZLD treatment volumes:

25,076 KL

● Sandila (largest contributor, reflecting facility commissioning and ramp-up)

7,200 KL

● Rishra

3,346 KL

● Pondicherry

628 KL

● Naltali

112.3 KL

● Jejuri

Combined with water consumed at ZLD-enabled facilities (251,538.60 KL), total water consumption across ZLD units reached 287,900.90 KL, reflecting an estimated 14% reduction in water

usage following ZLD implementation of water that would have been freshly drawn from groundwater or municipal supply but was instead recirculated through treatment systems.

Rainwater Harvesting: Infrastructure for Water Autonomy

Beyond recycling treated wastewater, we capture nature's direct supply: rainwater.

From FY 2019-20 (1,102 KL) through FY 2023-24 (3,677 KL), rainwater harvesting showed steady improvement. In FY 2024-25, we achieved a dramatic acceleration to 28,450 KL, a multi-fold increase year-on-year.

This acceleration reflects large-scale infrastructure upgrades across our manufacturing footprint:

- ▶ Expanded rooftop catchment areas on manufacturing buildings and warehouses
- ▶ Underground storage tank installation at multiple facilities for groundwater recharge
- ▶ Monsoon-season collection infrastructure optimisation
- ▶ Real-time monitoring systems tracking harvested volumes

Additionally, we are harvesting rainwater outside our premises through community-scale initiatives. Across our manufacturing locations, we capture an estimated 43,155 cubic metres of annual rainfall through participation in local water conservation projects, enhancing community water security while reducing manufacturing facility dependency on extracted water.

Strategic implication

Our rainwater harvesting infrastructure is positioning Berger Paints towards water autonomy during monsoon seasons, reducing dependency on groundwater during months of adequate precipitation, which is critical for water-stressed regions where dry seasons often correspond with peak production demand.

3

Quality Assurance and Regulatory Excellence

Water quality is as consequential as water quantity in paint manufacturing. Contaminated water, whether through bacteria, fungi, chemical residues, or particulates, directly compromises product quality, consistency and shelf life.

Process Water Quality Management:

Paint manufacturing demands extremely high-water purity standards:

Microorganism control

Bacteria and fungi must be eliminated to prevent product degradation.

Chemical purity

Even trace metal ions or dissolved minerals can interfere with paint chemistry.

Particulate control

Suspended solids compromise formulation homogeneity and application consistency.

Our response is multi-layered:

Effluent Treatment Plants with Advanced Processing

All Berger manufacturing units are equipped with Effluent Treatment Plants (ETPs) utilising the Activated Sludge Process combined with Tertiary Treatment. These systems treat wastewater through biological degradation (activated sludge) followed by physical/chemical polishing (tertiary treatment) to achieve PCB-prescribed discharge standards for parameters including:

BOD

(Biochemical Oxygen Demand)

Organic pollutant measure

COD

(Chemical Oxygen Demand)

Total oxidisable pollutant measure

TSS

(Total Suspended Solids)

Particulate contamination

TDS

(Total Dissolved Solids)

Dissolved salt concentration

pH

Acidity/alkalinity balance

Real-Time Monitoring Infrastructure:

We have deployed Online Effluent Management Systems (OEMS) at our latest manufacturing plants in compliance with Central Pollution Control Board (CPCB) guidelines. These systems provide:

- ▶ 24/7 real-time monitoring of effluent quality parameters (BOD, COD, TSS, pH)
- ▶ Automated alerts when parameters approach or exceed PCB limits
- ▶ Mobile notification system enabling rapid response to quality deviations
- ▶ Digital record-keeping for regulatory compliance and continuous improvement

Additionally, all units report water consumption data through CPCB Telemetry Systems, which track and update water withdrawal/discharge metrics to Pollution Control Board websites in real-time, ensuring transparent regulatory oversight.

Regulatory Compliance and Beyond-Compliance Performance:

In FY 2024-25, Berger Paints recorded zero regulatory violations related to water discharge across all manufacturing locations. All treated water consistently meets or exceeds PCB-prescribed limits before discharge and increasingly, treated water is retained for reuse rather than discharged.



Major Water Stewardship Initiatives

Beyond our three operational pillars, we have executed multiple focused initiatives demonstrating water stewardship across our value chain and communities.

DPV Water Reuse: Eliminating Dispersible Polymer Water Loss

Paint transfer operations generate inevitable losses: residual paint clinging to internal pipe walls, mixing vessel edges and equipment surfaces. This represents both material loss and wastewater generation.

We have installed pigging systems (mechanical devices that travel through pipelines removing residual material) to recapture the maximum volume of paint during emulsion and water-based paint transfers. Recaptured paint called Dispersible Polymer Vessel (DPV) water is immediately reintroduced into production batches rather than sent to ETPs for treatment and discharge.

At our Sandila facility, we achieved 100% DPV water reuse in FY 2024-25, eliminating wastage and reducing ETP load. This initiative generated ₹32.9 lakhs in cost savings through avoided material loss, demonstrating that water stewardship and operational efficiency are mutually reinforcing.

**By reducing ETP intake, we simultaneously reduce:

-  Water treatment chemical consumption
-  Energy required for wastewater processing
-  Wastewater treatment costs
-  Environmental impact of treated effluent discharge



Green-STP: Biomimetic Sewage Treatment

Berger operates multiple manufacturing facilities where employee facilities (toilets, washing areas) generate domestic sewage requiring treatment. Conventional sewage treatment plants require external power, chemical addition and ongoing maintenance creating operational cost and environmental impact.

Our patented Green-STP technology replicates the natural sewage treatment process found in bovine digestion systems. The technology treats sewage in decentralised, self-sustainable underground chambers without requiring external power, chemicals, or intensive human intervention.

Operating principle: The system leverages natural microorganism communities and ecological processes similar to a cow's stomach microbiology to decompose organic material and purify sewage. The underground chamber configuration provides anaerobic and aerobic treatment zones naturally, without mechanical aeration.

Performance metrics

- ▶ Annual sewage treatment capacity: 1.5 million litres (1,500 KL)
- ▶ Operating locations: Multiple Berger manufacturing facilities
- ▶ Power requirement: Zero (self-sustained)
- ▶ Chemical requirement: Zero
- ▶ Treated water quality: Suitable for reuse in gardening, landscaping and secondary cooling applications

This initiative exemplifies biomimicry designing human systems that replicate nature's proven efficiency while delivering operational benefits (zero power, zero chemicals) and environmental benefits (reduced sewage treatment environmental footprint).

Water Conservation in Water-Stressed Communities: Project JAL Community Impact

Beyond factory walls, we recognise that sustainable water management requires community-scale intervention in water-stressed regions.

Walhe Village Water Stream Rehabilitation (Near Jejuri, Pune):

Walhe village, adjacent to our Jejuri manufacturing facility, faced two concurrent water crises: persistent scarcity during dry seasons and destructive flooding during monsoons. The underlying cause was a blocked water stream that had ceased to flow, eliminating natural water storage in the landscape and shifting all water demand to groundwater extraction.

Under Project JAL, our team undertook stream desilting and landscape restoration in August 2024:

- Cleared the blocked water stream, restoring flow channels
- Excavated and desilted barren land adjacent to stream
- Constructed check-dams to slow water movement and maximise storage
- Established water collection ponds for monsoon harvesting



FY 2024-25 Results

- Conservation capacity created: 5,600 KL (56 lakh litres)
- Successfully implemented: 3,427 KL (34.27 lakh litres)
- Remaining scope for future desilting work: 2,173 KL (21.73 lakh litres)

Impact on community: The restored water stream now flows naturally during monsoons and collection ponds store water for dry-season access, directly benefiting Walhe village residents and indirectly reducing groundwater demand pressure that affects our manufacturing operations.

For Berger Paints, this represents water footprint offsetting: we offset a portion of our manufacturing water consumption through community-scale water conservation that benefits the broader landscape.

Pond Excavation: Groundwater Recharge Infrastructure

At our Jammu unit, we excavated a rainwater harvesting pond designed to capture monsoon runoff and facilitate groundwater recharge.



Pond Specifications:

- Storage potential: 26 lakh litres (2,600 KL)
- Groundwater recharge function: Collected rainwater percolates through pond floor into aquifer layers
- Community benefit: Pond also serves local community water needs during dry seasons

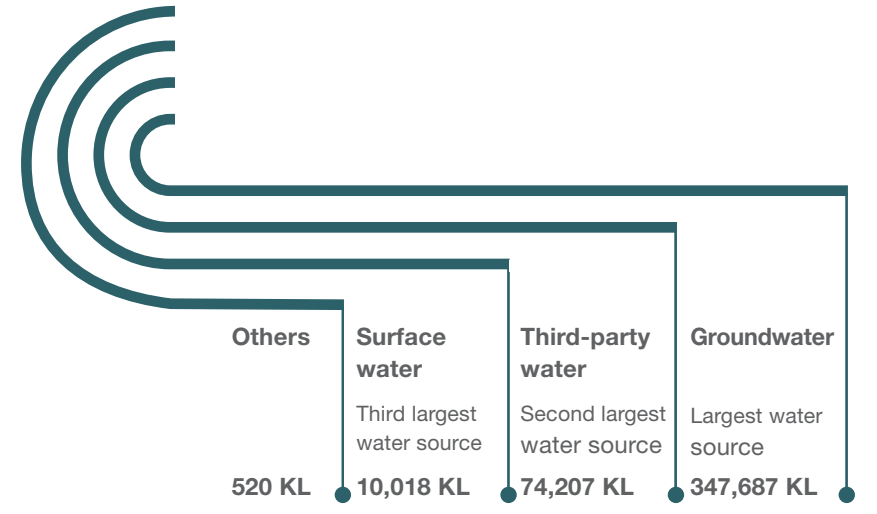
This represents a multi-benefit initiative: captures rainfall during abundance, recharges aquifers during monsoon, provides buffer for dry-season needs and strengthens our community social license.

Previously adopted ponds (e.g., Gaziveerpur location) demonstrated similar performance: 62.47 lakh litres (6,247 KL) conserved through prior-year pond management.



Water Withdrawal, Consumption and Discharge: FY 2024-25 Performance

In FY 2024-25, Berger Paints recorded a total water withdrawal of 432,432 kilolitres, comprising:



GRI 303-3, GRI 303-4, GRI 303-5

Year-on-year change:

9% reduction from FY 2023-24 (475,535 KL), reflecting improved water efficiency across all facilities.

Strategic insight:

Our reliance on third-party supply reflects deliberate strategy in water-stressed regions (Hindupur, Sikandrabad) where we prioritise municipal supply over groundwater to reduce aquifer stress. In water-abundant regions, groundwater is sourced responsibly from sustainable aquifer layers.

Water Consumption Performance

Total water consumed in FY 2024-25: 391,189 kilolitres

Metric	FY 2024-25	Change from FY 2023-24
Total water consumption	391,189 KL	-5.6%
Water consumption intensity (per KL production)	0.71 KL/KL	-8.97%
Water consumption intensity (per rupee revenue)	3.85 KL/Mln INR	Down from 4.14

Interpretation:

- Absolute consumption declined despite stable/growing production
- Water intensity per unit output improved 8.97% (efficiency gain)
- Water intensity per rupee revenue declined 7% (decoupling revenue from water)

Water Discharge Performance

Total water discharged in FY 2024-25: 41,243 kilolitres

Component	Volume (KL)	Characteristics
Surface water discharge	913 KL	Treated, meeting PCB standard
Sent to third parties	2,519 KL	After treatment – CETP
Others	37,811 KL	ZLD/Gardening/Firewater tank top-up/process
Total water discharge:	41,243 KL	-

Strategic insight:

Wastewater discharge declined by 32% compared to FY 2023-24, reflecting the expansion of ZLD deployment and enhanced internal water reuse systems.

Water Recycling and Internal Reuse

Total water recycled in FY 2024-25: 37,811 kilolitres

This recycled water comprises:

- **ZLD system output:**
Water recovered from concentrated brines, treated for reuse
- **ETP treated water:**
Treated effluent retained for productive use rather than discharge
- **Rainwater harvested:**
Direct precipitation captured and utilised
- **Process recirculation:**
Washing water from equipment, cooling water cycles

Recycled water applications:

- **Industrial reuse:**
Cooling systems, cleaning operations, process water
- **Domestic reuse:**
Gardening, landscaping, employee facilities
- **Groundwater recharge:**
Indirect replenishment through percolation ponds

Global context:

Recycled water of 37,811 KL represents 9.7% of total water consumption, 2.4 times the global paint industry recycling benchmark of approximately 4%. This positioning reflects Berger's commitment to circular water economy and material efficiency.

GRI 303-4, GRI 303-5

Strategic Goals and Achievements: FY 2019-20 Baseline To FY 2024-25

Short-Term Goals (Achieved in FY 2024-25)

Goal	Baseline (FY 2019-20)	Target	FY 2024-25 Status	Performance
Water stress risk assessment at water-stressed manufacturing sites	No formal programme	Complete assessment	Achieved	All three water-stressed plants (Hindupur x2, Sikandrabad) comprehensively assessed
Reduce Specific Water Consumption (SWC) through Project JAL	0.96 KL/KL-MT (FY 22-23)	27% reduction ₹0.70 KL/KL-MT	Achieved	37.5% reduction achieved (0.60 KL/KL-MT) – exceeds target by 37%
Complete rainwater harvesting infrastructure across all sites	1,102 KL harvested	8.5 ML within premises (669% increase)	Achieved	28,450 KL harvested (2,589% increase vs baseline) – significantly exceeds target
Zero Liquid Discharge implementation across all sites	Zero units with ZLD	100% coverage	Achieved	50%+ units operational, 3 units under development for FY 2025-26 completion
Effluent recycling expansion	Baseline 2019-20	62.8 ML recycled (261% increase)	In Progress	37.811 ML recycled; cumulative trajectory on track for target achievement
Community water conservation initiatives	No formal programme	Identify and support surface water body conservation	Achieved	Walhe village stream restoration (5,600 KL capacity), Gaziveerpur pond (6,247 KL), Jammu pond (2,600 KL capacity)

Forward Roadmap: FY 2025-26 and Beyond

Berger Paints recognises that water stewardship is an evolving journey, not a destination. The achievements of FY 2024-25 driven by Project JAL’s exceptional performance, ZLD deployment across 50% of manufacturing units and rainwater harvesting acceleration establish a strong foundation. However, we remain acutely aware that water scarcity will intensify globally and regionally, regulatory expectations will tighten and competitive advantage flows to companies that systematically advance their water management capabilities year after year.

This represents substantial progress: across ZLD-enabled facilities, we treated 36,362 kilolitres of wastewater in FY 2024-25 that would have otherwise required freshwater replacement for production, had a cascading impact on ETP operational costs and reduced treated water discharge by 32% compared to the previous year.

Our forward roadmap reflects this strategic conviction. We are not resting on FY 2024-25 accomplishments but rather using them as launch pad for accelerated progress across three complementary dimensions: infrastructure deployment, efficiency

escalation and community-scale impact.

However, infrastructure deployment remains incomplete. Three of our manufacturing units currently in the active project development phase are scheduled for ZLD commissioning during FY 2025-26. Upon completion, we will achieve greater ZLD coverage across our manufacturing footprint, representing a step-change in water retention and recycling capability.

Waste Management and Resource Recovery

Upstream Prevention, Circular Recovery, Zero Landfill Achievement

Strategic Imperative: Waste As Resource

At Berger, we do not treat waste-management as an end-of-pipe obligation, but as a strategic lever within our sustainability journey. We seek to curtail waste generation across the production lifecycle through disciplined resource optimisation, circular design and robust recycling and recovery practices. By implementing the principles of reduce, reuse, recycle and recreate, we ensure responsible handling, treatment and disposal of both hazardous and non-hazardous waste streams. Equally important, it cultivates a culture of accountability and continuous improvement across our operations.



Waste Generation and Significant Waste-Related Impacts

Upstream Waste Prevention Through Manufacturing Excellence

Waste minimisation begins at the source through optimisation of process efficiency, raw material usage and energy consumption. Our key Manufacturing Excellence initiatives directly prevent waste generation before it translates into a disposal challenge.

Project Harmony-G and Harmony-R enhance mill utilisation and reduce power wastage in solvent-base paint production, curbing process inefficiencies that lead to rework and material residues. These initiatives focus on reducing resin Batch Cycle Time (BCT). Under Harmony-R, BCT has been reduced by 2 to 5.4 hours per batch across manufacturing units, significantly improving process control and minimising off-spec batches that would otherwise translate into process waste.

Project Bornodisha 2.0 optimises pigment utilisation in formulations, reducing pigment load while

maintaining quality and consistency. This targeted approach results in reduced raw material waste and improved yield efficiency, demonstrating that waste prevention through intelligent formulation is as important as waste recovery downstream.

Project Sanchayan targets reduction of waste intensity per tonne of production through continuous focus on right-first-time production and improved process stability. The initiative recognises that consistent, controlled processes generate less residual waste than variable, unstable operations.

Quantified Efficiency Gains (FY 2024-25 vs FY 2023-24):

Paint Specific Power Consumption (SPC) was reduced by 5% overall, reflecting systematic energy efficiency improvements. Under Harmony-R specifically: SPC reduced by 13% and Specific Fuel Consumption (SFC) reduced by 8%, demonstrating that energy

efficiency and waste prevention are mechanistically linked—lower energy per unit of output reflects more efficient processes generating less waste.

Overall yield improved by 0.10%, augmenting material efficiency and reducing process loss. While this percentage may seem modest, when applied across millions of litres of paint produced annually, this represents hundreds of tonnes of material waste prevented at source.

Excess Give Away (EGA) reduced from 0.13% to 0.10% in FY 2024-25, preventing approximately 207 KL of excess output that would otherwise require rework or disposal, lowering material utilisation and potential waste generation.

These upstream efficiency gains translate to reduced material input, minimised off-spec batches and lower waste generation at the source.

Total Waste Generation Breakdown

In FY 2024-25, we generated 11,035 MT of total waste across all manufacturing operations and facilities. This represents a 32.4% increase in absolute waste volume compared to FY 2023-24 (8,331 MT), which aligns with 7.6% growth in production volumes and expansion projects at Sandila, manufacturing facilities. When adjusted for production intensity, waste generation per unit volume continues to be within controlled parameters, reflecting the effectiveness of our manufacturing excellence initiatives in managing waste proportional to output.

11035 MT

Waste Generated in FY 24-25

Total Waste generated (in metric tonnes)		
Plastic waste (A)	1833	1216
E-waste (B)	33	7
Bio-medical waste (C)	0.03	0
Construction and demolition waste (D)	2166	0
Battery waste (E)	0.67	60
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	4489	3709
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2513	3339
Total (A+B+C+D+E+F+G+ H)	11035	8331

The composition of our waste stream reflects the diversity of our manufacturing operations. Hazardous waste comprised 4,489 MT (40.7%), including solvents, resins and pigment residues from decorative and industrial paint operations. Non-hazardous waste accounted for 2,513 MT (22.8%). Plastic waste reached 1,833 MT (16.6%), reflecting

both packaging waste from raw material delivery and post-consumer product packaging. Construction and demolition waste was 2,166 MT (19.6%), arising from facility expansion and maintenance projects. E-waste comprised 33 MT (0.3%), from equipment upgrades and facility modernisation.

Total Waste generated (in metric tonnes)		
Waste intensity per rupee of turnover in MT/Mln INR (Total waste generated/Revenue from operations)	0.11	0.083
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity in MT/Mln INR (PPP) (Total waste generated/Revenue from operations adjusted for PPP) PPP conversion factor for FY 2024-2025 considered 20.66 as per https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND	2.24	1.71
Waste intensity in terms of physical output in MT/KL	0.02	0.016
Waste intensity (optional) - the relevant metric may be selected by the entity	-	-

On a per-unit basis, waste intensity was 0.11 MT per million INR of revenue in FY 2024-25, compared to 0.083 MT per million INR in FY 2023-24. Waste per unit production was 0.02 MT per kilolitre in FY 2024-25 versus 0.016 MT per kilolitre in FY 2023-24. These intensity metrics reflect the baseline operations against which our circular economy initiatives are measured.



Hazardous Waste Management: Secure Containment, Recovery and Authorised Processing

We manage hazardous waste responsibly by implementing in-house recycling, co-processing, or disposal via authorised recyclers and certified treatment facilities. All of our operations are fully compliant with the Hazardous Waste Management Rules, 2016.

Waste Collection and Storage

To minimise manual handling, hazardous waste is collected and temporarily stored in designated storage areas within our plants, ensuring safety and regulatory compliance. All solid waste is securely stored in closed, lined containers with proper bunding to prevent spillage or environmental contamination. Personnel use appropriate PPE for safe handling throughout all operations.

Transportation and Documentation

Waste is transported in sealed drums or HDPE bags to authorised treatment facilities. All transportation is fully documented with TREM cards and manifest records, ensuring complete traceability and regulatory compliance.

Material Recovery

De-dusting machines at each facility efficiently recover residual powder, ensuring operational safety, resource efficiency and environmental protection. This recovered powder consequently reused in manufacturing processes or is appropriately processed.

Hazardous Waste Disposal Pathways



In FY 2024-25, hazardous waste (total: 4,489 MT) was managed through the following authorised pathways:

In-house Recycling:

Spent solvents are recovered through distillation for reuse in manufacturing. Approximately 1,143 KL of solvent was recovered and reused through the Clean-to-Green project and 19th Barrel Syndrome initiative, demonstrating closed-loop solvent recovery.

Incineration at CPCB-Approved Facilities:

Only materials without alternative recovery pathways are incinerated at CPCB-approved facilities.

Processing Through Authorised Recyclers and CHSTDFs (Common Hazardous and Solid Waste Treatment Facilities):

Specialised treatment processes including distillation for solvent recovery, precipitation for pigment recovery and certified treatment for other hazardous materials.

In-Other Authorised Recovery Operations: House Recycling:

Residual waste after primary recovery—comprising non-recyclable sludge, contaminated materials—is managed through authorised recovery operations.

Landfill Disposal:

Zero MT directed to landfill - achieving our zero-landfill commitment.

Co-Processing at Authorised Cement Plants:

Hazardous waste is sent to authorised cement plants where waste becomes fuel substitute and mineral content becomes raw material input, creating industrial symbiosis where paint industry waste becomes building material.

All disposal facilities used are authorised under applicable waste management regulations and maintain complete documentation for compliance verification.

Hazardous Waste Recovery Initiatives

Project Sanchayan exemplifies our systematic approach to recovering powder residues through well-defined protocols: collection at point of use, quantitative weighing,

mechanical separation through de-dusting, particle segregation through sieving and reallocation to appropriate product grades. Notably, high-value Rutile (titanium dioxide) is recovered separately and redirected to premium product formulations, where its exceptional covering power and whiteness are highly valued. Approximately 12 MT of Rutile was recovered in FY 2024-25, representing both significant material waste prevention and enhanced value creation.

Non-Hazardous Waste Management: Segregation, Recovery, Responsible Disposal

All site-generated non-hazardous waste is managed responsibly through designated channels appropriate to each waste type, ensuring both environmental compliance and worker safety.

Waste Stream Management

Paper, Cardboard and Segregated Materials

Recycling programmes for paper, plastic and containers ensure efficient segregation and optimal utilisation. These materials are sent to authorised recyclers for transformation into secondary material inputs.

Biomedical Waste

Biomedical waste is routed to authorised disposal facilities, adhering to all regulatory standards and safety requirements.

Kitchen Waste and Organic Materials

Kitchen/canteen waste and biodegradable waste are composted for reuse. Kitchen waste is composted on-site or sent to approved composting facilities for conversion to manure for agricultural reuse, closing the nutrient loop.

Sewage Treatment Plant Sludge

STP sludge is vermicompost and reused as fertiliser for site landscaping and community agriculture initiatives, transforming what is typically a disposal burden into agricultural input.

Waste Segregation and Documentation

Throughout all disposal processes, recycling programmes ensure efficient segregation and strict safety protocols and comprehensive documentation via TREM cards. In addition, manifests are maintained, ensuring both environmental compliance and worker safety.

All non-hazardous waste disposal is executed through authorised recyclers, CHSTDFs, or co-processors with documented compliance and traceability.

Non-Hazardous Waste Composition and Recovery

In FY 2024-25, non-hazardous waste totalled 2,513 MT (22.8% of total waste). This category includes:

- ▶ Paper and cardboard materials
- ▶ Scrap and segregated components
- ▶ Organic/biodegradable waste
- ▶ STP sludge



Overall waste reused in FY 2024-25

176 MT

Overall waste recycled in FY 2024-25

758 MT

Waste Diverted From Disposal and Recovery Pathways

Zero Landfill Achievement: 91.6% Waste Diversion Rate

In FY 2024-25, we achieved a waste diversion rate of 91.6%, successfully diverting 10,105 MT of the total 11,035 MT of waste generated away from landfill. This was achieved through a combination of recovery, recycling, co-processing and other authorised channels. Notably, Zero MT of waste was directed to landfill, thereby accomplishing our strategic zero landfill commitment.

This achievement stands out within the broader context of industrial practices in India, where many manufacturing companies routinely landfill 20-30% of their waste. We have achieved near-complete waste recovery through systematic integration of source reduction, waste recovery and authorised processing.

Achieve zero waste to landfill through sustainable practices.

- ▶ Zero waste to landfill No waste goes to landfill
- ▶ Waste diverted from landfill Waste is being diverted



Detailed Waste Diversion Portfolio	
Category of waste	
(i) Recycled	758
(ii) Re-used	176
(iii) Other recovery operations	0
Total	934

Category of waste	
(i) Incineration	9.6
(ii) Landfilling	0.0
(iii) Other disposal operations	10095.4
Total	10105.0

Plastic Waste and Extended Producer Responsibility

In alignment with India's Plastic Waste Management Rules and our Extended Producer Responsibility (EPR) commitments, we ensure all plastic waste is systematically managed through authorised channels.

FY 2024-25 Plastic Waste Management:

- ▶ Total plastic waste generated: 1,833 MT
- ▶ EPR recovery and recycling: 9,479.52 MT (through authorised agencies)
- ▶ EPR compliance: 100% fulfilment of Central Pollution Control Board (CPCB) targets
- ▶ Recycled content integration: Recycled plastic incorporated into Berger's own product packaging

Impact:

Reduced virgin plastic dependence; strengthened circular economy practices

Management Of Significant Waste-Related Impacts

Comprehensive Waste Management Framework: Reduction, Recovery, Responsible Disposal

We adopt a holistic waste management framework that seamlessly integrates reduction, reuse and recovery principles throughout every facet of our operations. Recognising that effective waste management transcends departmental boundaries, our approach spans procurement, manufacturing, logistics and distribution.

Clean to Green Project exemplifies this ethos by recovering and reusing distilled solvents as economical thinners or within production processes, effectively closing the solvent loop and diverting waste from disposal channels. Spent washing solvent from equipment cleaning is collected, distilled in-house and the recovered fresh solvent is recycled back into paint manufacturing processes or recovered through distillation for reallocation. Approximately 1,143 KL of solvent was recovered and reused in FY 2024-25 through this circular process, significantly curbing carbon emissions and reducing reliance on virgin solvent purchases.

Project Ushma complements this circularity by replacing conventional diesel (HSD/LDO) with bio-waste-based fuels and integrating smart heat recovery systems. This transition promotes energy recovery from waste-derived sources, lowers fossil fuel dependency and reduces overall environmental impact. Through Waste Heat Recovery Systems (WHRS), we capture redundant heat from thermic fluids and flue gas, redirecting this energy to process heating and reducing boiler fuel requirements.

War on Waste (WoW) and the 4R Initiatives (Reduce, Reuse, Recycle, Recreate) target internal



waste streams by reclaiming spent solvents, pigments, powders, additives and resins. These recovered materials are reintroduced into production wherever feasible, strengthening our circularity measures and reducing reliance on virgin raw materials. Project Sanchayan systematically captures powder residues from manufacturing operations through de-dusting machines and structured collection protocols. Recovered powder is repurposed to produce high-quality, cost-effective products, ensuring resource efficiency and sustainable manufacturing.

Within recovered materials, high-value Rutile is recovered separately and redirected to premium product formulations, where its superior covering power and whiteness characteristics are highly prized. Approximately 12 MT of Rutile was recovered in FY 2024-25, representing both material waste prevention and value creation material that would be discarded by less sophisticated

manufacturers becomes premium input for our product portfolio.

(B)All Out, Harmony-F and related projects further reduce spillage and filling losses through conversion to sand mills, precision automated filling and standardised changeover processes. By improving yield and reducing container waste, these initiatives have enhanced internal material recovery and reduced disposal volumes.

RM Variance Control, through monthly perpetual inventory checks and periodic stock audits, improves material accuracy and consumption transparency. This vigilance prevents avoidable material losses and curtails the generation of non-reusable residues that would otherwise require disposal.

These initiatives demonstrate that waste management is inseparable from energy efficiency, material recovery and circular economy thinking.

War On Waste' Initiative: Circular Economy In Action

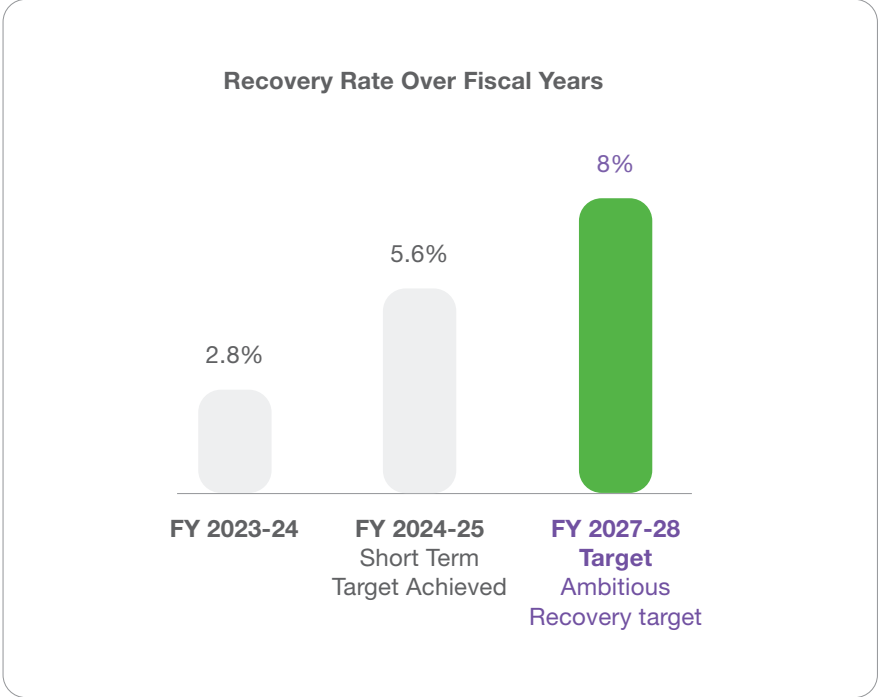
Our 'War on Waste' (WOW) initiative, operationalised under the Manufacturing Excellence umbrella, anchors our approach around the 4R principles: Reduce, Reuse, Recycle and Recreate. Through real-time monitoring systems and disciplined process control, we systematically identify opportunities to reclaim materials before they exit our facilities.



Washing Solvent Recycling: '19th Barrel Syndrome'

We have implemented an efficient washing solvent recycling procedure wherein solvents utilised for equipment cleaning are distilled in-house and reused in production, curbing the need for fresh solvent purchase. This circular solvent management system is core to our waste prevention strategy.

In FY 2024-25, 5.6% of washing solvent was recovered and reused, representing a recovery efficiency strengthened through advanced monitoring systems and real-time tracking of solvent quality. This marks a considerable improvement from FY 2023-24, when 2.8% of washing solvent was recovered. We exhibited a 100% year-on-year improvement in solvent recovery efficiency. This near-doubling of recovery rates reflects our



expedited investment in distillation capacity and quality monitoring systems, progressively capturing solvent volumes that were historically lost to disposal.

Our innovative '19th Barrel Syndrome' project exemplifies this approach. The project minimises solvent waste by reusing solvents within the first 18 barrels before introducing fresh solvent. Advanced tracking systems monitor solvent quality in real-time, optimising reuse cycles and preventing excess solvent

accumulation. Used production barrels are repurposed for storage and secondary production uses, undergoing thorough decontamination before reuse.

The financial and environmental impact of solvent recovery is substantial. By recovering and reusing 5.6% of solvent annually, we avoid purchasing equivalent virgin solvent, resulting in annual cost savings while simultaneously avoiding emissions that would result from virgin solvent production.



2

Powder Raw Material Recovery

During manufacturing, powder raw materials pigments, fillers and other solid inputs can escape as dust during charging, mixing and transfer operations. We have implemented a structured Project Sanchayan protocol to reclaim these high-value materials, ensuring minimal loss and maximum resource recovery.

The recovery process follows a disciplined sequence: empty raw material bags are collected at the point of use; initial weighing is documented for loss quantification; de-dusting and decantation of residual powder occurs through mechanical separation; sieving segregates powder by particle size and purity; sorted materials are reallocated to appropriate product grades; final weighing and verification occur before external recycling of empty containers.



3

Automation in Filling Operations and Spillage Reduction

We have transitioned to automatic filling machines across 100% of filling operations at all manufacturing plants, ensuring greater precision and consistency in operations. This advancement has notably curbed the risk of spillage, enhanced workplace safety and augmented overall operational efficiency.

Related initiatives, including Ball Out project conversion to sand mills and Harmony-F project standardised changeover processes reduce spillage and filling losses through precision equipment and systematic procedures. These interventions improve yield and reduce container waste, ensuring that product loss during filling operations is minimised.



4

Waste Reduction Through Process Optimisation and Control

We minimise process waste through defect prevention rather than end-of-line rejection. Right First Time (RFT) mechanisms prevent off-spec material generation through real-time monitoring and statistical process control.

Real-time Quality Monitoring systems automatically check viscosity, colour and consistency at critical checkpoints, detecting drift before out-of-specification conditions occur. Statistical Process Control variance analysis identifies incipient process drift, enabling corrective action before material becomes non-conforming. Batch Segregation directs off-spec batches to specialty product lines or recovery processes rather than disposal. Operator Certification ensures that 100% of production operators are annually trained in RFT principles and quality consciousness.

RM Variance Control through monthly perpetual inventory checks and periodic stock audits improves material accuracy and consumption visibility, preventing avoidable material losses and reducing generation of non-reusable residues. EGA Control Initiatives have reduced Excess Give Away from 0.13% to 0.10%, preventing an estimated 207 KL of excess production.

FY 2024-25 results demonstrate the effectiveness of these approaches: defect rate was 0.12% (versus industry average of 0.8%).

Case Study

Innovative Sewage Treatment With Environmental Regeneration

GREEN-STP at our Taloja Unit

Our Taloja Unit has adopted an innovative GREEN-STP (Green Sewage Treatment Plant) based on ECOSTP's patented biomimicry technology, which draws inspiration from the natural digestive processes of a cow's stomach. This installation marks a breakthrough in waste-to-resource thinking applied to wastewater management.

Technology and Design Principles: The GREEN-STP functions without external power, chemicals, or human intervention, relying instead on microorganisms and natural biological processes in underground chambers to treat sewage. This biomimicry approach simplifies operations while achieving consistent and effective treatment outcomes.

Implementation and Phased Development: The installation was executed through a structured civil work plan spanning multiple stage.

The installation of the GREEN-STP at the Taloja Unit was carried out through a structured civil work plan, covering multiple stages:

1 Stage 1 to Stage 5	2 Tree Plantation	3 Tertiary Treatment Plan
Sequential development of underground chambers and system components	A green belt was established around the STP area to enhance biodiversity and improve the site's ecological value	Final treatment stages ensure that the effluent water meets the highest quality standards for reuse

Stages 1-5 focused on the sequential development of underground chambers and system components, ensuring both structural integrity and operational reliability. Complementing the technical infrastructure, a dedicated tree plantation programme was undertaken to create a green belt around the STP area. This enhanced local biodiversity and also improved the site's ecological character, transforming the facility from a purely functional installation to a positive environmental feature. Tertiary treatment stages further ensure that final effluent meets the highest quality standards for non-potable reuse.

Operational Performance and Recognition: The system achieves

complete sewage treatment without power consumption, chemical addition, or daily operational intervention. This results in a significant reduction in operational burden compared to conventional treatment plants. Treated effluent meets all quality standards, supporting water reuse for non-potable purposes, such as cooling towers, landscaping and site maintenance. Officials from the Taloja Industrial Association have visited and appreciated this initiative, recognising our leadership in nature-inspired, regenerative wastewater management. The success of this model offers a strong case for wider adoption across our facilities and the broader industrial ecosystem.



Digital Enablement and Accountability Systems

We have embedded digital enablement into waste management, transforming what was historically a manual tracking system into a real-time intelligence platform, driving accountability and continuous improvement.

MAMP (My Area My Pride) builds local accountability at every facility, empowering frontline teams to take ownership of waste prevention and segregation. Instead of treating waste management as a centrally drive mandate, MAMP embeds responsibility at the site level, where team actively shape outcomes within their own operational areas.

Pulse Pro and E-Kaizen provide real-time dashboards of productivity and waste metrics across all units, enabling rapid identification of waste anomalies and root cause analysis. EGA Tableau Dashboards monitor Excess Give Away and other waste metrics with unprecedented precision, enabling management to make data-driven decisions about process adjustment. E-Sampark Newsletter shares best practices across the organisation, building organisational learning around waste prevention and resource recovery.

These systems transform waste management from a compliance reporting function to a real-time operational intelligence platform embedded in manufacturing decision-making.

Environmental Product Declaration And Product Stewardship

Our products are certified under the Environmental Product Declaration (EPD), highlighting verified environmental performance across the complete product lifecycle from raw material extraction through manufacturing, use and end-of-life. This certification demonstrates our resolve towards transparency and

accountability in product sustainability, enabling customers to make informed purchasing decisions grounded in credible environmental data.

Refer to Product Stewardship section for comprehensive details on product lifecycle management and environmental performance.

Strategic Outlook And Continuous Improvement

Our waste management strategy is guided by a belief of continuous improvement and innovation. We recognise that waste prevention and resource recovery are not static achievements but dynamic processes requiring ongoing refinement and investment.

Solvent Recovery Enhancement: We will expand solvent recovery capacity and increase recovery efficiency to reach 8% in the coming years through enhanced monitoring and control systems.

Powder Recovery Optimisation: Powder recovery rates will be improved through refined segregation processes, enabling greater capture of high-value materials while lowering processing costs.

Zero Liquid Discharge Expansion: We are extending Zero Liquid Discharge (ZLD) implementation across manufacturing locations, with three units currently under implementation and scheduled for completion in FY 2025-2026. This will effectively close water loops and eliminate liquid waste streams.

Circular Packaging Advancement: We will increase recycled content in packaging to 50% by FY 2027-28, progressively reducing virgin material dependence.

Waste Intensity Reduction: We target a 13% reduction in hazardous waste intensity relative to the FY 2019-20 baseline by FY2027-28, reflecting fundamental process improvements and material substitution.

Through these initiatives, we continue to move towards a more circular manufacturing model, where waste is progressively transformed into a source of value and innovation.

Conclusion

At Berger, our waste management approach extends far beyond regulatory adherence. It reflects our deeper commitment to resource efficiency, pollution prevention and circular economy principles. Through continuous innovation, process optimisation and cultural transformation, we strive to minimise waste generation and maximise material recovery across every aspect of our operations.

The culmination of upstream manufacturing excellence (preventing waste through efficiency), mid-stream recovery initiatives (distilling solvents, recovering powders, automating filling) and downstream responsible disposal (zero landfill through authorised recovery) demonstrates that comprehensive waste management requires systemic thinking rather than isolated end-of-pipe solutions.

From solvent recycling (1,143 KL recovered annually) and powder reuse (12 MT Rutile recovered, 83,900 kg total powder) to automated filling and safe hazardous waste handling, every initiative cements our vision of sustainable manufacturing with minimal environmental footprint. Our achievement of 91.6% waste diversion from landfill and zero MT directed to landfill in FY 2024-25 demonstrates that this vision is translating into tangible results.

By embedding accountability and sustainability into every stage of production, leveraging digital tools for visibility and continuous improvement and treating suppliers and employees as partners in waste prevention, we are paving the way towards a greener, cleaner and more responsible future in the global paint industry. Waste management at Berger is not a sustainability initiative, it is how we do business, how we innovate and how we create lasting value for customers and communities.

Nature Stewardship and Biodiversity Conservation

For us, stewardship of nature is integral to how we operate, not an afterthought. We recognise that every factory, depot and distribution hub functions within a living ecosystem and that our growth must actively support ecological balance rather than compromise it.

Guided by the mitigation hierarchy of **avoid–minimise–restore–offset**, we embed ecological sensitivity into project design, plant operations and supply chain decisions.

Environmental Impact Assessments (EIAs) and ecological screenings form a core aspect of our expansion planning, including at sites such as **Hindupur and Panagarh**. These assessments inform stormwater management, containment structures, VOC control systems and advanced effluent treatment (ETP/ZLD), ensuring protection of surrounding water bodies and terrestrial habitats. Our approach goes beyond regulatory adherence to enable responsible co-existence between industry and nature.



Mapping Our Ecological Footprint

To better understand and manage our interactions with the natural environment, we have conducted a **group-wide ecological screening** of all manufacturing units and depots. This exercise maps our locations **against protected areas and key biodiversity zones within a 10 km radius**, enabling identification of sensitive ecosystems and the development of site-specific conservation actions.

High-sensitivity areas, such as **Hindupur**, are prioritised for advanced water reuse systems, closed-loop treatment and Zero Liquid Discharge (ZLD) to minimise freshwater dependency. Additionally, raw materials, such as **resins, titanium dioxide and packaging materials** are screened for forest-risk linkages and circular sourcing opportunities, strengthening our biodiversity-positive value chain.



Contributing to the Global Sustainability Agenda

Our biodiversity and nature stewardship initiatives are not standalone efforts, they represent a part of our broader commitment to the United Nations Sustainable Development Goals (UN SDGs). Through projects like Go Goa Green and our ecosystem-sensitive plant operations, we are actively aligning business growth with environmental regeneration.



Flagship case: Go Goa Green – Kundaim Industrial Estate

At Kundaim Industrial Estate, we, in partnership with the Goa Industrial Development Corporation, have developed a living green belt that restores ecological continuity within an industrial landscape. The programme commences with the plantation of native and fruit bearing trees across an ~8,000 m² site, which has been deliberately designed to strengthen soil vitality and local microclimates so that canopy cover, shade and habitat can establish naturally and endure.

This is not a symbolic plantation exercise. We have conceived the green belt as a functioning ecosystem, where species selection reflects local adaptability and pollinator value, planting configurations support long-term root health and storm resilience and early-stage stewardship is embedded into the programme to ensure that saplings are protected and sustained through their first two years of growth.



Painting Greenery Across Horizons

In FY 2024–25, we launched multiple community-driven greening initiatives under the theme ‘Painting Greenery Across Horizons’. These programmes transform industrial landscapes into living ecosystems. From factory perimeters to community parks, thousands of native trees and shrubs have been planted to create natural buffers, support pollinator pathways and improve local air quality.

Each plantation follows a scientifically guided landscape design approach that ensures microclimate regulation, soil resilience and biodiversity enhancement. These are not ceremonial tree plantations – they are engineered ecosystems designed to thrive.

The initiative symbolises our belief that corporate growth and ecological renewal are not parallel pursuits but convergent goals.



What this achieves on the ground

- ▶ **Habitat and connectivity:** A continuous green edge within the estate creates perching, nesting and foraging points for birds and pollinators, while reducing habitat fragmentation typical of hardscaped zones.
- ▶ **Microclimate and comfort:** Shade and evapotranspiration moderate heat around work areas and pathways, improving thermal comfort for workers and visitors.
- ▶ **Air and dust filtration:** Leafy biomass captures dust and improves local air feel along streets and corridors, enhancing everyday experience in the estate.

Why this matters for Berger's biodiversity story



Thriving Ecosystem



The ultimate goal of restoration

People and Pride



Th Community involvement and ownership e ultimate goal of restoration

Designed for Persistence



Sustainable practices for long-term adaptation

Place-based Restoration



Tailored efforts for local environments

Sandila Unit:

Planted 7,500 indigenous saplings



Jejuri Unit:

Planted >500 saplings and chinar trees



Hindupur Unit:

Planted over 1,000 trees



Goa Unit:

Placing plants in control rooms and offices through vertical gardening



Social Dimension

Empowering People, Strengthening Communities



Building a Future with People
at the Core

At Berger, our understanding of sustainability extends beyond environmental stewardship and robust governance standards to the impact we have on people and communities. The Social Pillar of our ESG framework reflects our resolute commitment to nurturing people, empowering communities and fostering a culture of inclusivity and care. Our workforce remains integral to this approach. This is bolstered by consistent investments in their health, safety, skill development and well-being. This sense of responsibility also extends to contractors and collaborators who contribute to our operations. Through structured training, progressive workplace

practices, equitable opportunities and welfare programmes, we seek to build a resilient and future-ready workforce. Beyond our organisational boundaries, we actively engage with communities to uplift lives and create shared value. In doing so, we strive to embed compassion, equity and human dignity into the fabric of our business, making social responsibility a cornerstone of our sustainable growth.

Alignment with the United Nations Sustainable Development Goals (UN SDGs)

Berger Paints' social and sustainability initiatives are closely aligned with the United Nations Sustainable

Development Goals (UN SDGs), serving as a compass for our long-term ESG vision. Our focus areas ranging from employee wellbeing, inclusive growth and ethical value chains to safe products and resilient communities collectively advance several global goals, including:



GRI 2-22, 2-23

Human Capital Stewardship

Empowering People,
Enabling Progress

At Berger, we firmly believe that the well-being of our employees forms the bedrock of long-term organisational resilience and progress. Our people are at the heart of our growth story, driving innovation, agility and value creation for all stakeholders. Recognising this, we have nurtured a workplace culture that is safe, supportive and enriching, enabling employees to thrive both personally and professionally.

Our commitment to an inclusive future is anchored in the belief that operational excellence must be matched by social conscience. Human rights form a foundational principle across our value chain, ensuring fairness, equity and dignity across all interactions. Through comprehensive employee development initiatives and thoughtfully designed welfare programmes, we cultivate and nurture skills, strengthen leadership and empower individuals to grow with confidence.

People and Workforce

Workforce Overview
(FY 2024-25)

4,270

Total permanent employees

490

Total permanent workers

New Employees Hired
(FY 2024-25)

269

Total new permanent employees

46

Total new permanent workers

Consolidated Workforce
(Employees + Workers)

14,480

Total Berger Workforce FY 2024-25

13,698

Total Berger Workforce FY 2023-24

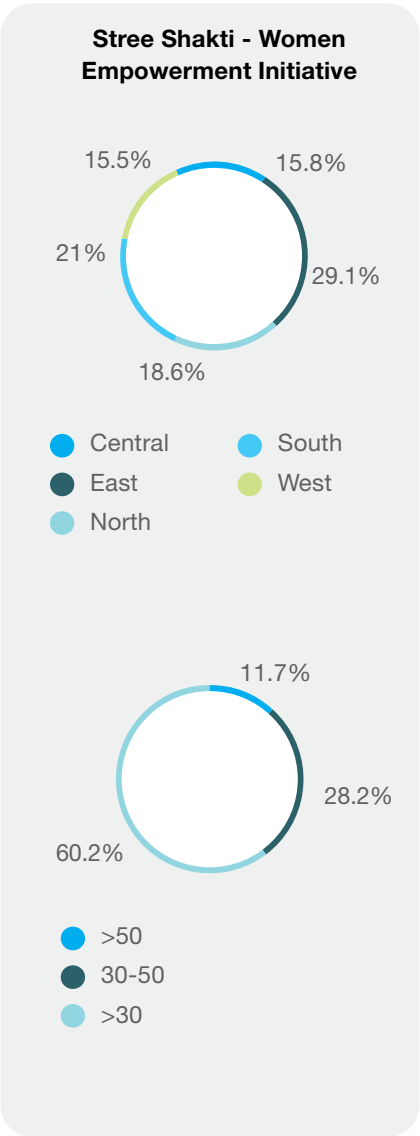


Gender Distribution:

We continue to see incremental progress in gender diversity across our workforce, with women representing 2.25% of total employees. This remains reflective of the wider challenges associated with manufacturing and technical roles. Through initiatives, such as Stree Shakti and targeted programmes for women, we are undertaking purposeful steps to augment inclusion and participation.

Region-Wise and Age-Wise
Distribution of Workforce:

Our workforce is distributed across metropolitan, urban, semi-urban and rural regions, reflecting our commitment to inclusive growth and regional economic development.

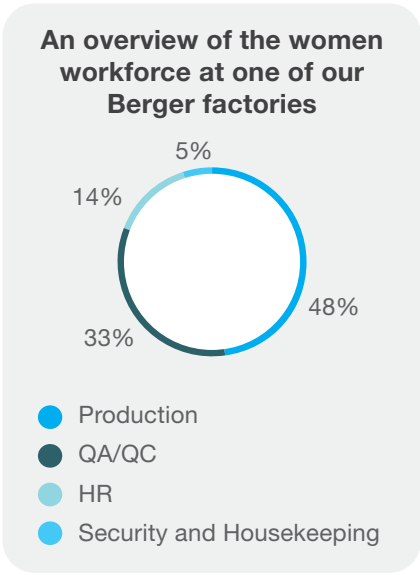


Diversity and Inclusion

Stree Shakti - Women Empowerment Initiative

Women's empowerment remains fundamental to the pursuit of a more equitable and progressive society. In India, the need for greater gender inclusion is especially pronounced in industries traditionally underrepresented by women, such as paints and coatings. This landscape, however, this landscape is gradually changing, with women stepping into and excelling across operational, research, quality and leadership roles.

At Berger, we have sought to support this shift through our Stree Shakti initiative, which is designed to create inclusive pathways and encourage gender balance across functions. Women at Berger are contributing meaningfully across production, quality assurance, human resources and innovation, bringing fresh perspectives to how products are developed, teams are led and consumer expectations are addressed.



Our women leaders continue to inspire change by shaping a workplace that values empathy, collaboration and shared success. Their journeys exemplify Berger's belief in empowering women not just

to participate, but to lead driving a more inclusive and forward-looking organisation.

Female Painters Development Programme

At Berger, our commitment to inclusion is reflected in our efforts to dismantle gender stereotypes and broaden opportunities within the paint industry. This commitment took tangible form with the launch of the Painters Development Programme, a first-of-its-kind initiative designed to empower women with professional skills and open pathways to sustainable employment. Under this programme, 40 women received training at the Berger Painters Training Institute (PTI) in collaboration with the National Skill Development Authority (NSDA), following an internationally recognised curriculum. The training focused on enhancing technical competence, product knowledge, communication skills and compliance awareness, enabling participants to meet both domestic and international labour market demands.

A certification ceremony was held in June 2023, celebrating the successful completion of the first batch. Distinguished guests, including government representatives and senior leaders from Berger, acknowledged the initiative's role in advancing gender equity and uplifting women's livelihoods.

Further strengthening this effort, during FY 2023-24 Berger expanded its training scope to include lacquer polishing, car painting, high-build industrial coating, marine coating and powder coating. Since its establishment in 2006, PTI has trained more than 6,000 painters across diverse specialisations, contributing to the development of a skilled and capable workforce.

Employee Success Story –
Saina’s Journey of Growth at
Berger Paints

Two years ago, Saina joined Berger Paints as an Associate with the aspiration to learn, grow and contribute with purpose. Stepping into a fast-paced manufacturing environment, she took on the challenge of understanding intricate processes while finding her footing in a dynamic workplace.

With consistent mentorship from her seniors and the support of Berger’s open, trust-based and learning-driven culture, Saina steadily strengthened her technical competence and leadership confidence. Her commitment and inquisitive approach enabled her to step into roles of greater responsibility. Today, she leads the Water-Based Section, managing critical facets of production and quality with assurance.

Her journey is evocative of Berger Paints’ commitment to nurturing talent from within, empowering employees with opportunities for professional and personal growth. Saina’s success embodies how mentorship, inclusion and sustained learning can transform potential into excellence.

As Saina continues her journey, she does so with a strong sense of purpose and belonging, mirroring our values of growth, trust and excellence.

Employee Culture

Our organisational culture is anchored on four essential components that shape the way we work and grow together:

- **Mission-Driven:** We are unified by a shared sense of purpose, where individual aspirations align with organisational goals
- **Innovation-Centric:** We encourage creative thinking and welcome new ideas as catalysts for improvement
- **Collaborative:** We foster open dialogue, transparent communication and cross-functional teamwork

- **Performance-Oriented:** We recognise excellence and drive continuous improvement across all levels

Humility and passion are the guiding tenets of our culture. We continue to nurture an environment where individuals are respected and united by a shared purpose. We promote an open and non-hierarchical environment that encourages collaboration and transparent communication. At the same time, we remain agile and process-driven, ensuring discipline, efficiency and adaptability in all that we do.

Employee Well-Being: A
Holistic Approach

At Berger, we believe that recognising contributions, celebrating milestones and engaging directly with employees are key to fostering motivation and loyalty. Through structured initiatives, we ensure that employees feel valued, connected and aligned with our organisational vision.

Employee Engagement
Initiatives

MD and CEO Townhalls: Our MD and CEO-led Townhalls serve as open forums for transparent dialogue, allowing employees to engage directly with the leadership, gain clarity on organisational priorities and share perspectives in an open and respectful setting.

Spotlight Awards: The Spotlight Awards acknowledge top-performing retail sales employees, celebrating excellence and inspiring a culture of achievement.

Long Service Awards: Through the Long Service Awards, we honour employees who have dedicated 15, 20 and 25 years of service, reflecting our appreciation for long-standing dedication and the role these individuals have played in our journey.

Function-Specific Rewards: Complementing these initiatives are function-specific recognition

platforms, such as RSM Meets, Depot Managers’ Meets, Distribution Meets and BD Meets, which acknowledge outstanding contributions across varied roles and functions.

Comprehensive Well-Being
Support

At Berger Paints, employee well-being is viewed as a strategic priority that extends beyond occupational safety into holistic health, wellness and work-life balance. A wide range of proactive measures and modern technologies have been implemented to ensure a safe, clean and supportive working environment. In FY 2024-25, we ensured 100% coverage of employees under medical and accident insurance, along with maternity and paternity benefits, providing financial and social protection for our workforce and their families.

The expenditure on employee and worker well-being measures accounted for 0.09% of total revenue in FY 2024-25. This specific investment, is a dedicated subset of our broader ₹814.70 Crores in consolidated employee benefit expenses. Improving the physical and mental well-being of our workforce remains a strategic priority. We provide comprehensive support through access to trained medical personnel, periodic health check-ups, ergonomic assessments, and holistic wellness programmes, including yoga and ‘Happy Saturday’ recreational activities.

Wellness Programmes

Happy Saturday Activities: Recreational activities and events are held under the ‘Happy Saturday’ programme to promote a positive, engaging and stress-free workplace culture, while energising employees for the week ahead.

Yoga and Wellness Activities: Yoga sessions and mindfulness activities are conducted to promote physical and mental well-being.

Insurance Coverage

In FY 2024-25, 100% of our employees and workers received comprehensive benefits coverage, including:

- **Health Insurance:** 100% coverage with preventive healthcare and medical expense reimbursement
- **Accident Insurance:** 100% coverage for workplace and personal accident protection



Health Insurance

100% coverage with preventive healthcare and medical expense reimbursement.



Accident Insurance

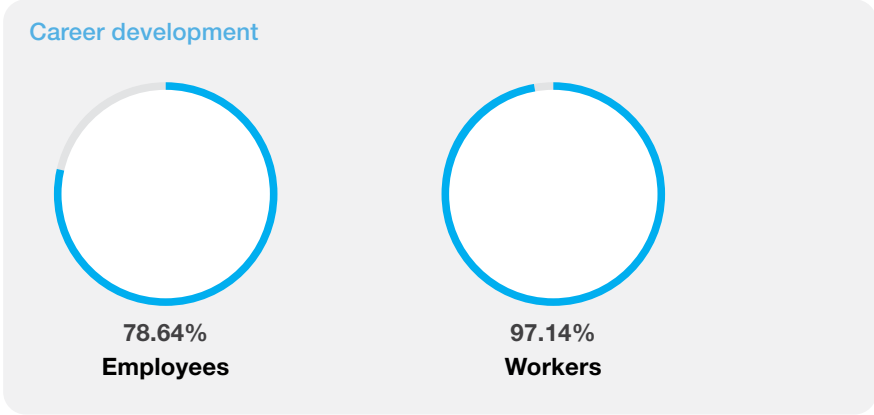
100% coverage for workplace and personal accident protection.

Insurance Coverage Details (FY 2024-25)

Category	Total	Health Insurance	Accident Insurance
Permanent Employees	4,270	100%	100%
Other than Permanent Employees	4,116	100%	100%
Permanent Workers	490	89.59%	100%
Other than Permanent Workers	5,604	100%	100%

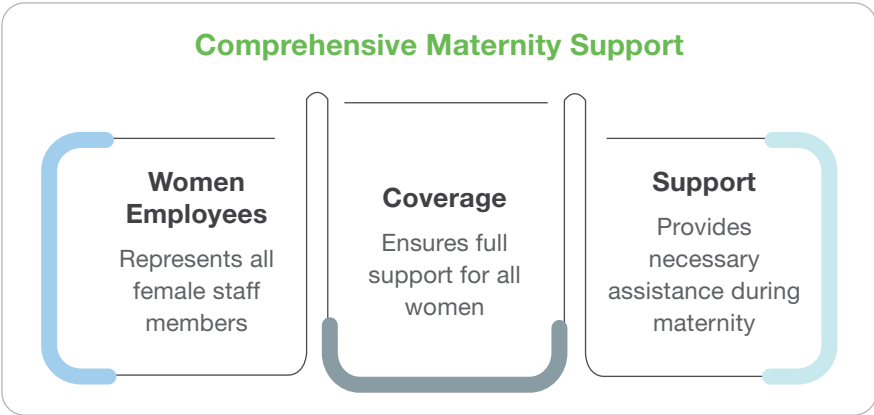
Performance Review

In FY 2024-25, structured career development reviews were conducted:



This systematic approach ensures continuous feedback, skill assessment and career planning for all workforce levels.





Parental Leave

100% of women employees across all categories are covered under maternity benefits.

Parental Leave Return Rate:

We are pleased to report that 100% of our permanent employees and workers successfully returned to work following the completion of their parental leave, underscoring our supportive workplace practices and commitment to employee well-being.

Grievance Redressal and Non-Discrimination

Grievance Redressal Mechanism

At Berger, we recognise that an effective grievance redressal mechanism is integral to fostering trust, transparency and fairness within the workplace. Our structured framework ensures that grievances are addressed promptly, objectively and with utmost confidentiality.

For Employees:

- First Level: The Company Secretary serves as the initial point of contact for lodging grievances
- Second Level: Escalation to a committee comprising the CEO and the Managing Director, Director of Finance and Chairman of the Audit Committee, ensuring oversight at the highest governance levels

GRI 2-16, 2-26, 401-2, 406-1, 411-1, 407-1

For Workers:

A dedicated team comprising the respective Department Head, HR and Plant Head ensures fair assessment and prompt resolution of concerns. We have a recognised Workers' Union with 490 permanent workers as members, enabling collective representation and management engagement.

OUR POLICY COMMITMENT:

We have a robust **Whistleblower Policy** in place, aligned with the **UN Guiding Principles (UNGPs)** on Business and **Human Rights**. Employees, Workers and Directors are obligated to maintain strict confidentiality, ensuring that concerns can be raised without fear of retaliation. All reported violations or complaints are investigated with diligence and appropriate corrective or disciplinary actions are undertaken to uphold integrity and accountability across the organisation.

Non-Discrimination

In FY 2024-25, one complaint of workplace discrimination was formally filed. The matter was thoroughly investigated in line with our grievance redressal framework and was resolved immediately, reaffirming our resolute commitment to maintaining an equitable, inclusive and respectful work environment.

There were no complaints against the violation of rights of indigenous people in FY 2024-25.

GRI 2-23

Talent Development and Learning

Learning and Development Strategy

At Berger, we approach training and development as a strategic investment in building a future-ready workforce. By combining structured programmes, digital platforms, leadership development initiatives and on-the-job training, we support sustained learning across the organisation.

An annual training calendar guides our efforts, with dedicated modules on human rights complemented by programmes covering ethics, safety and responsible workplace conduct. Each business segment further designs its own developmental roadmap and training schedule to address role-specific and functional capability needs.

Training Delivery

Gurukul Refresher Training for Sales Personnel: A structured programme designed to update and enhance the skills of our sales team, ensuring alignment with latest market trends, product knowledge and customer engagement strategies.

Bandhan Induction Training for New Joiners: A comprehensive onboarding initiative that familiarises new employees with Berger's culture, values, business processes and performance expectations, enabling seamless integration.

GRI 404-1, 404-2, 404-3, 404-4

Key Training Domains

Non-Technical Training:

- Occupational Health and Safety
- Machine Safety and Chemical Safety
- Fire Safety and Emergency Preparedness
- Behavioural-Based Safety Training
- ISO Awareness and EHS Induction

Technical Training:

- Machine-Based Training and Material Handling
- Quality-Based Industrial Training
- Supply Chain Security Training
- Generative AI and Digital Tools

ESG and Soft Skills:

- Human Rights Training and POSH (Prevention of Sexual Harassment)
- Executive Development and Line Manager Capability
- Sales Excellence and English Communication
- Leadership Development Programmes

Succession Planning

We follow an annual Succession Planning process supported by the Talent Review Council, where the MD and all Functional Heads validate critical roles and assess bench readiness. Each identified successor undergoes a curated Individual Development Plan (IDP) including job rotations, role enlargement, promotions, action learning projects and targeted learning interventions tailored to their development requirements.

GRI 404-2

Digital Learning Management System

We leverage Oracle HCM LMS - Berger Academy as our digital learning platform, serving as a central hub for continuous learning and capability development. The platform hosts functional e-learning content on Compliance, HR, Paint Basics, Defect Management and Interior Emulsions, among others. This transition from legacy systems represents a significant milestone in our HR transformation, enabling seamless management of the complete employee lifecycle.

GRI 404-4

Key Talent Development Programmes



Market Acumen Readiness Certification (MARC):

A mandatory two-month onboarding programme for new Sales Trainees. It integrates classroom training, buddy-supported field immersion and defined KRA-based independent work. Final certification is awarded following a rigorous assessment process and formal feedback from Regional Heads.



Young Talent Management Programme

Introduced to strengthen managerial readiness and people leadership skills among emerging leaders transitioning into their first managerial roles.



TOPGUN Programme:

Designed for Key Talent identified through Annual Succession Planning process, the TOPGUN Programme offers exposure to business-critical cross-functional projects, supported by strategic mentoring by senior leadership (Dronacharyas). The programme builds leadership capability through critical experiences and on-the-job learning.



Line Manager Capability Building:

Rolled out for all line managers, this programme bolsters managerial effectiveness through training in Interviewing Skills, Coaching and the Skill-Will Matrix, ensuring managers are well-prepared to support employee growth.

Talent Acquisition and Campus Engagement

At Berger, we regard talent acquisition as a strategic lever for long-term growth and innovation. Our approach brings together campus engagement, immersive internships and structured development programme to build a strong and sustainable early talent pipeline.

In line with our values and policies, we ensure that our workforce is free from child labour and any form of forced or involuntary labour.

Campus Programme



(Future Leaders Acceleration and Management Excellence):

Equips young professionals with skills, industry exposure and mentorship, enabling them to take on managerial and leadership responsibilities early in their careers.



(Summer Internship Programme)

Offers students hands-on industry experience through live projects, applying academic learning to real-world business challenges. Many interns transition into full-time roles at Berger.



Provides participants with a 12-month job guarantee, comprising 6 months classroom learning and 6 months on-the-job experience, ensuring a well-structured learning journey and clear career pathway.

Together, these initiatives shape a cohesive talent ecosystem through which we connect with emerging talent early and prepare them to play a meaningful role in advancing our growth ambitions.

Occupational Health and Safety - Overall Management Approach

At Berger Paints India Limited (BPIL), Occupational Health and Safety (OHS) represents a crucial pillar of our sustainability commitment, reflecting

our dedication to protecting every individual across our operations while fostering a culture of continuous improvement. In alignment ISO 45001:2018, we have implemented a comprehensive OHS management system that encompasses all 15 manufacturing facilities, depots and ancillary units, ensuring proactive risk mitigation and employee empowerment.

GRI 403



Workplace Health, Safety and Wellness Initiatives

We at Berger Paints provide comprehensive occupational health services across all operations, ensuring the physical, emotional and social well-being of employees and workers. These services are designed to maintain confidentiality, encourage active worker participation and adapt to emerging workplace risks.

Employee Health and Safety Initiatives

- ▶ Annual medical check-ups: Comprehensive health examinations for employees across plants and offices to ensure preventive healthcare and early detection of risks.
- ▶ Ergonomic assessments: Systematic workplace evaluations to minimise strain and prevent musculoskeletal injuries, ensuring a safe and comfortable work environment.
- ▶ On-site medical support: Periodic free medical camps and fully equipped first-aid facilities available at all manufacturing locations.
- ▶ Wellness and safety awareness drives: Organised sessions on personal safety, safe handling of materials and preventive healthcare, supplemented by digital dashboards for reporting unsafe acts, unsafe conditions and near misses.

These initiatives are aligned with our human rights policy, which prohibits discrimination and ensures accessibility for diverse groups, including persons with disabilities. By embedding wellness into everyday operations, we have established an environment where employees feel valued and supported, reflected in lower absenteeism and higher engagement levels. Our emphasis on confidentiality and consultation further strengthens trust, enabling workers to voice concerns with confidence.

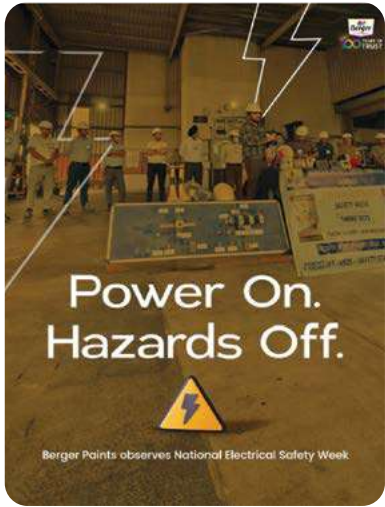
GRI 403-3, 403-6

Case Study

National Electrical Safety Week at Berger Paints

In line with our commitment to building a robust safety culture, we marked **National Electrical Safety Week** across our manufacturing locations. The initiative emphasised awareness and adherence to safe electrical practices among employees and contractors.

During the campaign, employees participated in various awareness sessions, safety demonstrations and interactive discussions designed to highlight safe electrical work practices and preventive measures. The initiative also included



knowledge-sharing sessions by site safety officers, poster campaigns and on-ground engagement activities to promote the importance of safe handling of electrical systems and tools.

From safety drills and inspections to employee-led initiatives, it was a collective commitment to a safer tomorrow. The campaign served as a strong reminder of Berger's emphasis on building a proactive safety culture, ensuring that every individual remains vigilant and responsible for maintaining a safe working environment.

Occupational Health and Safety Management System

Berger Paints operates a robust Occupational Health and Safety Management System (HSMS) aligned with ISO 45001:2018, covering all 15 manufacturing facilities, depots and ancillary operations. The HSMS framework encompasses structured risk assessment methodologies (HIRA, HAZOP and QRA), operational controls such as fail-safe shutdown protocols and Lock-Out/Tag-Out (LOTO), comprehensive employee and

contractor training, routine monitoring through internal EHS reviews and external statutory audits, as well as emergency preparedness measures (fire drills, evacuation simulations and response planning). Continuous improvement is ensured via Corrective and Preventive Actions (CAPA) derived from incident investigations and cross-site learnings.

In FY 2024 - 25, we strengthened the system with external surveillance audits conducted by accredited agencies (DISH and TUV Nord).

GRI 403-1, 403-8

GRI 405-2, 408-1, 409-1, 401-1

The scope of the HSMS extends beyond our core operations to include:

- ▶ All employees and workers at plants, offices and depots.
- ▶ Contractors and contract workers, who undergo the same induction, training and safety clearance processes as permanent staff.
- ▶ Subsidiaries and joint ventures, aligning them with Berger's corporate OHS standards.

Our OHS vision is not limited to regulatory compliance but by the pursuit of strong industry practices and a culture that prioritises safe behaviour. During the year, we benchmarked our systems with peers in the chemicals and coatings sector and initiated a Behaviour-Based Safety (BBS) integration roadmap across plants.

These initiatives advance our progress towards our long-term aspiration of zero harm, with safety embedded across operations, decisions and partnerships.

Hazard Identification, Risk Assessment and Incident Investigation

We have established a tiered risk assessment framework to support effective management of health, safety and environmental risks across our operations. A comprehensive Hazard Identification and Risk Assessment (HIRA) is conducted for all routine and non-routine activities to proactively identify and mitigate workplace hazards. Where new processes, plant modifications, or complex operations are involved, detailed Hazard and Operability Studies (HAZOP) are carried out during the design and pre-commissioning stages to evaluate potential process deviations and control measures. In facilities handling significant quantities of flammable, toxic, or reactive materials, Quantitative Risk Assessments (QRA) are performed to assess the potential impact of credible scenarios on personnel and the surrounding environment. All assessments are periodically reviewed and updated following process changes, in line with applicable national and international standards.

GRI 403-2, 403-9

At the operational level, **Job Safety Analyses (JSA)** and **activity-specific risk assessments** are conducted before execution. For example, rooftop solar maintenance work is governed by detailed JSA protocols covering fall prevention, DC current isolation and OEM-certified installation checks, while reactor charging operations are risk-assessed using ISO 45001-aligned templates that integrate engineering and PPE controls. These structured assessments ensure that risks are anticipated, mitigated and reviewed with accountability.

All reported incidents are examined through structured investigation techniques, such as 5-Why Analysis, Fishbone Diagramming and Root Cause Mapping. Corrective and Preventive Actions (CAPA) are deployed horizontally across plants to ensure system-wide learnings and to prevent recurrence.

In FY 2024–25, we recorded a rise in near-miss reporting, a clear indicator of cultural maturity in safety practices. This trend points to stronger employee involvement in identifying and reporting potential risks before they escalate. Such heightened vigilance contributed to the absence of high-consequence incidents during the year.

1.8-fold

● Increase in near-miss reporting.

Worker Participation, Consultation and Communication on OHS

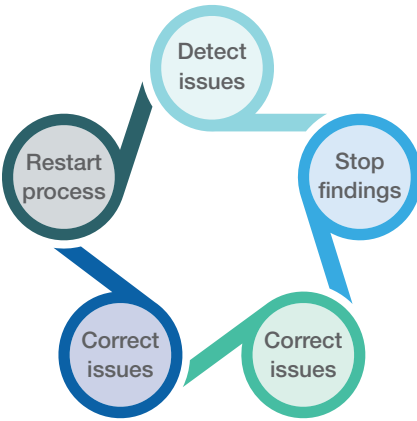
At Berger Paints, we comprehend that a strong safety culture can only be achieved through **active worker involvement** in decision-making and implementation. OHS governance is structured to ensure that employees, workers and contractors are not only beneficiaries but also **co-creators of safety practices**.

Worker Empowerment

Every worker is empowered with the **'Power to Stop'** programme, which authorises them to halt operations when unsafe conditions are observed.

This helps in fostering accountability and vigilance on the shop floor. Power to Stop goes beyond standard safety procedures, introducing a structured five-step approach: Detect, Stop, Discuss, Correct, Restart. This clear framework enables team members to respond quickly and confidently to unsafe situations.

This structured five-step approach has reinforced vigilance, accountability and ownership across operations.



Communication of Safety Matters

Modern digital tools have further deepened worker participation. Unsafe acts, Unsafe conditions, near misses, incidents can now be reported directly through **SharePoint-enabled dashboards**, making reporting simple, transparent and traceable. This digitisation has broken down barriers to reporting, reflected in a **1.8-fold increase in near-miss reports in FY 2024–25**.

To ensure accountability and timely closure of near misses and incidents, a structured mechanism has been introduced: **CAR-PAR-SAR**.

CAR (Corporate Action Responsibility):

Assigned to corporate-level owners to monitor and drive closure of actions from near misses and incidents.

PAR (Plant Head Action Responsibility):

Assigned to the plant head for actions specific to their plant, ensuring compliance and timely closure.

SAR (Sectional Head Action Responsibility):

Assigned to sectional heads to take responsibility for actions in their respective sections.

This framework ensures clear ownership at all levels and promotes proactive management of near misses and incidents through **CAPA (Corrective and Preventive Actions)** closure.

Worker Training on Occupational Health and Safety

Training plays an integral role in our OHS management system, ensuring that employees, workers and contractors are equipped with the knowledge, skills and confidence to identify hazards and act safely. Our training philosophy transcends compliance, leveraging experiential and innovative methods to embed safety as a shared value across all operations.

Danger Experience Labs at each plant simulate high-risk scenarios in controlled environments, enabling employees to gain hands-on learning experiences on hazard recognition and safe responses.

Virtual Reality (VR) Training Modules are deployed for critical tasks, such as firefighting, working at heights and confined space entry. These modules use 3D simulations to build competence without exposing employees to actual risk, thereby improving retention of safety practices.

Structured Induction and Ongoing Training

At Berger Paints, safety learning commences even before an employee or contractor enters the shop floor, where the **'Passport to Shop Floor'** system functions as a controlled gateway and access is granted only after individuals successfully complete mandatory safety inductions and assessments. This structured entry mechanism ensures that every person entering the operational environment has a baseline understanding of workplace risks, safe practices and emergency protocols.

To further reinforce supervision and learning, we have implemented a **color-coded banding system** to distinguish operator experience levels. New employees are marked with a White band, signalling their status as trainees. They are systematically paired with experienced mentors, identified by Red or Green bands, who provide close supervision, on-the-job training and guidance in safe work practices. This approach not only safeguards inexperienced workers but also builds a culture of shared responsibility, where senior employees actively transfer knowledge and strengthen collective ownership of safety outcomes.

Continuous Learning and Toolbox Talks.

OHS training does not stop at induction. **Toolbox talks and job-specific inductions** are conducted in a routine manner, especially before high-risk tasks, such as working on fragile rooftops, electrical isolation, or chemical handling. These sessions refresh key protocols, align crews on hazard-specific precautions and ensure that workers are mentally prepared and physically equipped with the correct PPE before the process commences.



Regular **awareness drives** on personal safety, safe material handling and preventive healthcare further bolster workplace vigilance. Contractors are fully integrated into these programmes, with tailored modules from the **Construction Safety Manual** that outline EHS requirements for greenfield and brownfield projects.

Engagement and Recognition Programmes

EHS Rolling Trophy

At Berger Paints, we believe that recognition is a powerful driver of culture. In order to embed safety deeply into daily operations, we have introduced the **EHS Rolling Trophy**, a quarterly award that celebrates and acknowledges excellence in workplace safety. The trophy is awarded to the plant that demonstrates the strongest safety performance in a given quarter, based on well-defined KPIs.

This initiative has instilled a culture of purposeful competition across sites, encouraging teams to transcend routine compliance and pursue more refined, forward-looking safety practices. Over time, it has evolved into a marker of collective ownership and pride for winning plants, highlighting the belief that safety excellence is not imposed but consciously cultivated by the workforce.

By linking recognition to performance, the EHS Rolling Trophy has proven to be an effective mechanism for continuous improvement, prompting units to absorb peer learnings, institutionalise best practices and push the boundaries of EHS excellence.

Safety Stars

The Safety Stars programme recognises and celebrates employees across all manufacturing units who demonstrate exceptional contributions to Environment, Health and Safety (EHS) excellence. Employees demonstrating outstanding commitment, such as reporting the highest number of leading indicators, exhibiting exemplary safe behaviour on the shop floor, actively participating in EHS initiatives, proposing innovative Kaizens and offering valuable suggestions for improving EHS performance are acknowledged through this programme.

As a token of appreciation, deserving employees are awarded Safety Stars on multiple occasions throughout the year. Employees who accumulate the highest number of stars receive special recognition and rewards, reinforcing a culture of safety, proactive engagement and continuous improvement across the organisation.

Training Coverage in FY 2024–25



During FY 2024–25, we continued to direct our investments towards building a strong safety culture through structured learning and awareness programmes. **91% of our workforce successfully participated in health and safety training initiatives**, with coverage spanning employees across functions and levels.

This structured approach to training reinforces our intent to build a workforce that is both safety-aware and well-prepared. This ensures that all personnel, regardless of role or gender, possess the skills and understanding necessary to sustain high standards of environment, health and safety across our operations.

Impact and Direction

Through this comprehensive approach, we are evolving from compliance-driven training to behaviour-based safety learning, promoting a proactive, human-centric safety culture that integrates employee engagement with data-driven insights for resilient and sustainable operations. The convergence of immersive technologies, structured mentorship and continuous reinforcement is helping embed safety into everyday conduct, creating an environment where every worker feels accountable for their well-being and that of colleagues. This approach remains critical to our long-term aspiration of zero harm.

Contractor Safety

Contractor safety continues to be a key priority for us. It reflects the critical role of outsourced and project-based activities in our operations. All **outsourced contractors and service providers** were formally assessed for occupational health and safety (OHS) compliance, supported by structured programmes to align them with Berger's Health and Safety Management System.

All contractor-related work, including **non-routine and high-risk activities**, is governed by a Job safety analysis and evaluated using HIRA/HAZOP protocols, ensuring risks are identified and mitigated proactively. Additionally, FY 2024–25 marked the **beginning of separate reporting for contractor-specific incidents and near-misses**, enhancing transparency and enabling targeted corrective actions. With a focus on continuous improvement, we aim to achieve

100% OHS coverage for contractors and outsourced partners by FY 2026, ensuring consistent safety standards across the extended value chain.

Redefining Engineering Controls in Forklift Safety

To further enhance operational safety, we have upgraded forklift safety through advanced engineering controls. Beyond conventional safety measures, such as anti-collision lights, speed governors and reverse alarms, we have implemented a **Biometric-Based Start system** for forklifts. This technology integrates **biometric authentication**, such as fingerprint recognition, into the forklift ignition system, ensuring that only **authorised, trained and certified operators** can activate and operate the equipment. This measure significantly reduces the risk of unauthorised use and elevates overall workplace safety.

Safety Technology and Operational Controls

Proactive safety environment is our foremost priority. We deploy advanced safety interlocks across critical man-machine touchpoints to prevent unsafe operations and protect workers. These interlocks are supported by daily QR-code based inspections that systematically verify compliance and condition of safety systems. Automated reporting mechanisms further enable real-time monitoring and expedited response to any deviations, reinforcing a proactive safety environment.

Work-related Injuries and Ill Health

At Berger Paints, we adopt a transparent and data-driven approach to reporting work-related injuries and ill health. Our emphasis lies in prevention, early identification and continuous refinement of safety practices. Each incident is thoroughly analysed to extract valuable insights that inform systemic improvements, reinforcing our dedication to safeguarding employee well-being.

A Year of Safer Outcomes

FY 2024–25 marked a significant improvement in our safety performance, driven by stronger near-miss reporting, immersive training programmes and system-wide deployment of Corrective and Preventive Actions (CAPA). We maintained zero fatalities across employees and contractors and also achieved a sharp reduction in total recordable injuries from 23 in FY 2023–24 to just 1 in FY 2024–25. This conveys our proactive risk management that prevents incidents from occurring.

Zero fatalities

Across employees and contractors

The standout result was the reduction of high-consequence incidents, down from 17 in FY 2023–24 to zero in FY24–25. This milestone points to a workplace where risks are being addressed proactively before they escalate into severe outcomes.

0

High Consequence Incidents



Strengthening Preventive Metrics

During FY 2024–25, we recorded a TRFR of 1.35, marking a notable improvement when compared to 2.099 in FY23–24, reflecting stronger preventive systems and safer shop-floor practices.

At the same time, the **TSR increased to 20.47** against **0.89 in FY 2023–24**, primarily due to a few extended recovery cases that augmented severity rates. These cases, though limited in number, highlight the importance of continuous reinforcement of rehabilitation protocols, ergonomics-focused interventions and early medical support.

Metric	FY 2023–24	FY 2024–25	Trend
Total Recordable Frequency Rate (TRFR)	2.099	1.35	↓ Improvement
Total Severity Rate (TSR)	0.89	20.47	↑ Increase

We are taking proactive steps by strengthening **incident root cause analysis, enhancing near-miss reporting and scaling up Behaviour-Based Safety (BBS) programmes** across sites. These initiatives are aligned with our long-term aspiration of **Zero Harm**, embedding safety as a non-negotiable part of operations and culture.

Health Safeguards Maintained

No cases of work-related ill health were reported during the year, demonstrating the effectiveness of our preventive healthcare initiatives, medical surveillance and ergonomic programme.



Customer Stewardship and Responsible Marketing

Customer-Centric Philosophy

At Berger, we place customers at the heart of our business, recognising that strong relationships are built on trust, quality and service excellence. We look beyond transactions to create experiences that feel seamless and responsive, where concerns are addressed with empathy and expectations are met with consistency and care.

Our customer-centric philosophy is founded on four pillars:

1. **Satisfaction:**

Using CSAT surveys and feedback mechanisms to drive continuous improvement
2. **Empowerment:**

Through colour consultation, digital tools and safe practices, equipping customers with knowledge and confidence
3. **Understanding:**

Staying aligned with market trends and evolving needs to remain relevant and responsive
4. **Quality Assurance:**

Delivering high-quality products and services with strict manufacturing standards and professional service delivery



Our CSAT Scoring Mechanism

We actively monitor customer satisfaction to ensure that our **Express Painting services** deliver on both quality and trust. Following each engagement, customers receive **automated feedback links** that invite them to rate their experience and share whether they would recommend our services to family and friends. This is complemented by **call centre outreach**, which helps gather deeper insights and a **centralised feedback link** that makes participation simple and accessible. Together, these touchpoints enable us to track service performance, resolve concerns promptly and generate actionable insights that drive continuous improvement and strengthen customer confidence.

CSAT SCORE

4.3

in FY 2024-25

4.05

in FY 23-24

T24 Quality Commitment

Our T24 Quality Commitment represents a pledge to address any paint product or application complaint within 24 hours of reporting. We have structured a proactive response system including regional QA heads, nearest QA personnel, prompt facility coordination for site visits and direct engagement with sales representatives.

Dealer Engagement and Support

At Berger, our dealers are vital partners in driving growth and customer satisfaction. To deepen these relationships, we have established a structured **Dealer Club Programme** with three tiers - **Super Gold Card Club, Classic** and **Standard** that recognise and reward outstanding performance, loyalty and long-term association.

We complement this engagement with structured capability-building initiatives, including regular **safety training sessions** to educate dealers on safe paint handling, storage and application practices. These efforts help maintain consistent safety and quality standards across the value chain. In FY 2024-25 we have successfully trained 800+ dealers.

Top-performing dealers are also rewarded with **international trips**, providing them with exposure, recognition and motivation to continue excelling. In addition, **succession planning for high-value dealers** is carried out to ensure smooth business continuity and enduring partnerships. Through these efforts, we aim to create a strong, skilled and future-ready dealer network that grows in tandem with our vision.

Ways Our Dealers Can Place Orders with Us

- 1. **Shakti App** – Enables dealers to conveniently place orders through both mobile and desktop platforms.
- 2. **WhatsApp** – Dealers can share photos or videos to quickly place orders with ease.
- 3. **Multilingual Call Centres** – Orders can also be placed through our call centres, available in multiple languages to ensure accessibility and convenience across regions.

Delivery Tracking System:

A **digital delivery tracking system** is under development. This will enhance transparency and efficiency across our supply chain. The system will enable real-time tracking of deliveries both **from Berger to dealers** and **from dealers to end customers** ensuring timely execution, improved accountability and a seamless delivery experience for all stakeholders.

Our D2C Initiatives:

We have made notable strides in strengthening our **Direct-to-Consumer (D2C) painting business**, reflecting our focus on innovation and service excellence.

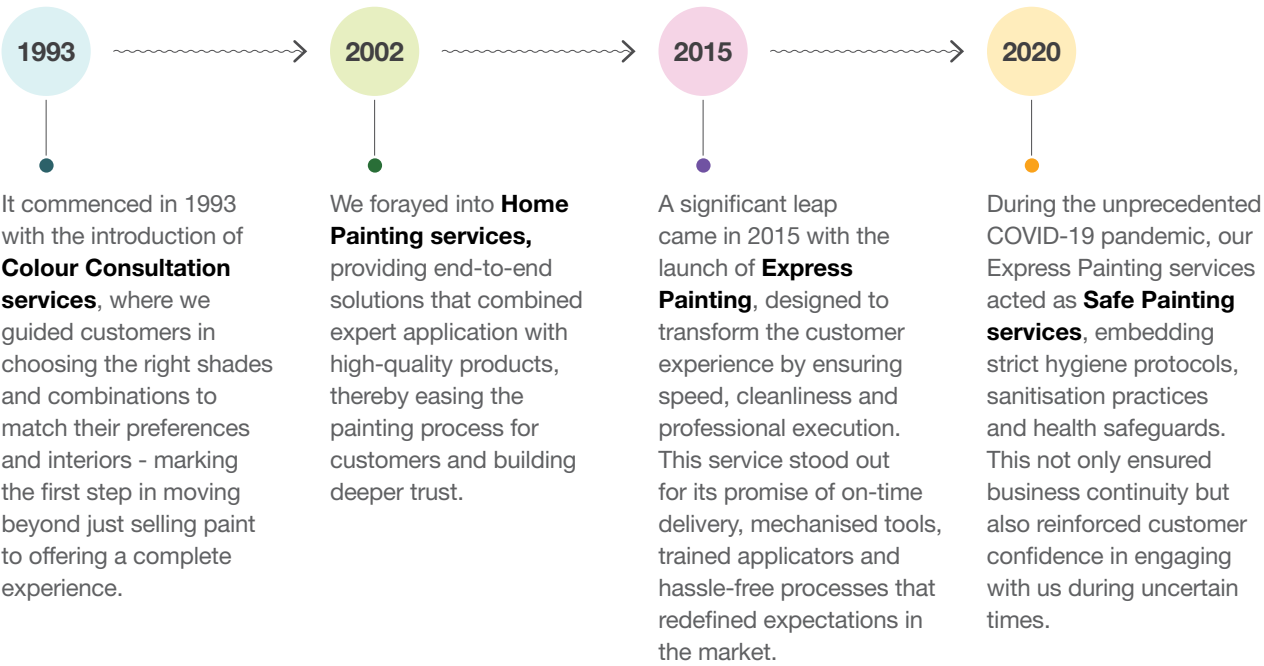
- 1. **Through the Express Painting service, supported by a portfolio of premium products**, we have reimagedined the painting journey for customers - offering speed, precision and superior quality that reinforce our standing as a trusted industry pioneer.
- 2. **With the introduction of company-operated stores**, we have reshaped the retail experience by creating dedicated spaces that bring our brand closer to customers. These outlets provide greater convenience, deeper engagement and an enhanced buying experience, further strengthening customer confidence and loyalty.

Case Study

Evolution of Express Painting

The Express Painting journey is a testament to our sustained innovation and customer-centric approach in the decorative paints industry.

Evolution of our Express Painting Journey:



Today, the Express Painting journey stands as a symbol of our ability to evolve with changing times and customer expectations. From offering colour guidance to delivering safe, professional and technology-enabled services, we have consistently redefined the painting experience in India. Each milestone reflects our dedication to innovation, quality and customer trust, positioning us not just as a paint manufacturer but as a **complete solutions provider** in the decorative paints industry.



MyColor Application:

To strengthen customer engagement, we have integrated **cutting-edge digital solutions** that redefine the painting experience. Leveraging **artificial intelligence**, we provide consumers with the ability to virtually experiment with diverse colour combinations on their own homes, enabling them to envision the finished look with confidence before the work begins. In addition, our **MyColour application** serves as an interactive platform for both customers and dealers, offering a simple yet powerful way to explore design ideas, resolve queries and streamline the colour selection process. By combining innovation

with user-centric design, the app has become an indispensable tool for delivering a **seamless, personalised and inspiring painting journey**.



Key Highlights of 'MyColor' Application:

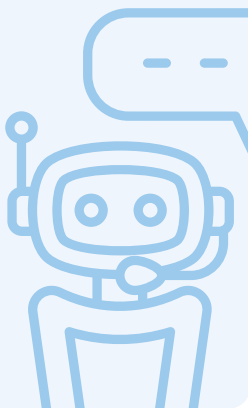
- 1. AI-based colour visualiser
- 2. Colour picker
- 3. Colour recommendation
- 4. Colour presentation
- 5. Digital feedback

3 Lakh+

Total users

SIS Walk-in Chatbot:

The newly launched **SIS Walk-in Chatbot** provides a centralised platform for **store/SIS dealers and sales executives** to seamlessly log walk-in customer details. This smart digital tool enhances our ability to **track, capture and convert leads** whether for home or project painting ensuring that every opportunity is effectively nurtured and no customer interaction goes unattended.



Resolving Customer Complaints:

We regard exceptional customer service as a foundation of satisfaction and long-term loyalty, supported by structured mechanisms that ensure grievances are addressed promptly and effectively. On average, customer **complaints are resolved within 15-16 days** through coordinated communication channels, including email and phone. Our redressal framework follows a clear, step-by-step process, ensuring that every concern is recorded, monitored and resolved with transparency and accountability.

Process of customer complaint resolution:

Day 1: Complaints are formally lodged and our customer care team engages meticulously with the customer to understand the concern.

Days 2-3: The matter is assigned to the relevant department or responsible personnel for further action.

Days 9-10: The assigned teams work on resolving the complaint, with progress updates and feedback shared with the customer.

Days 1-2 (post-resolution): Final resolution is implemented and the complaint is closed after confirmation with the customer.

This structured approach ensures that grievances are handled efficiently, with accountability at each stage, while reinforcing our commitment to **customer trust and satisfaction**.

Source	FY 23-24	FY 24-25
Express Painting	9,931	6,863
Product	2,087	1,995
Product	12,081	8,858

Zero

Customer Privacy Data Breaches

Zero

Product Recalls in FY 24-25

*note: refer IT section of the report for further details

Breakdown of our express painting complaints:

92%

Complaints resolved out of 6,863 total complaints

39%

WIP Complaints
Issues: Delay in completion, no supervision, unprofessional behaviour

47%

Post-Painting Complaints
Issues: Paint peeling off, damping, cracking.



Product Complaints

Every product-related complaint received by us, whether through online or offline channels, is promptly attended to and examined by technically competent personnel from the relevant business division.

Each case is logged into a SharePoint portal and details are shared with the concerned product, production and R&D team members for information and further investigation.

Upgradation of our customer grievance redressal mechanism:

We are in the process of refining our grievance redressal framework for Express Painting complaints to ensure **faster resolution, higher accountability and improved customer satisfaction**. Complaints are classified based on their nature and addressed either through direct intervention or more detailed review where required. This structured approach ensures that every concern is assessed fairly and resolved in a prompt manner.

To augment efficiency, the closure of complaints is now supported through multiple convenient channels, including customer confirmation calls and digital tools. By streamlining procedures and enhancing accessibility, we are advancing on our commitment to delivering transparent, customer-centric and reliable service at every stage of the complaint journey.

WAYS OUR CUSTOMERS CAN REACH OUT TO US!

Our customer support and grievance channels are designed to be inclusive and easily accessible:

- **Customer Helpline (1800 103 6030):** Available from 9:00 AM to 9:00 PM with multilingual options.
- **Website:** Enquiries or grievances can be submitted directly through the online form on www.bergerpaints.com.
- **Social Media:** Customers can connect with us via multiple platforms for quick assistance.
- **Email:** Concerns can also be shared at consumerfeedback@bergerindia.com.

Sustainability-driven Branding

At Berger, **responsible marketing and transparent product labelling** form an integral part of our approach to product stewardship. Our marketing practices are designed to provide **accurate, clear and ethical communication** to customers, while our product labels offer **comprehensive information** on composition, usage, safety and disposal. By aligning with **regulatory requirements and industry best practices**, we enable customers to make informed choices and use our products with confidence and care.

Our approach rests on three foundational pillars: **safety, transparency and customer-centricity**. Safety is ensured by eliminating harmful substances and complying with stringent global and domestic standards, while transparency is reinforced through clear product labelling, safety datasheets and accessible information on our website.



100% of products are inspected before shipping or sent to our dealers.

To date, there have been no instances of non-compliance related to marketing communications, product information, or labelling.



Product Complaints

Any product complaint received by Berger Paints whether online or offline is attended to and investigated by technically competent personnel from the concerned business division.

These are also logged into a SharePoint portal and details are shared with the concerned product, production and R&D team members for information and further investigation.



Product Safety and Responsible Labelling

We ensure that product safety information, including the presence of hazardous materials and chemical details, is clearly presented on all labels and packaging. Regular compliance audits help confirm that product information and labelling meet regulatory expectations.

As part of our commitment to circularity, we also provide clear instructions for safe disposal to minimise the amount of plastic and other packaging materials reaching landfills. To date, there have been no reported instances of non-compliance related to marketing communications or product and service information and labelling.

For a more detailed overview of our approach, please refer to the Product Stewardship which outlines our initiatives on safety, sustainability and responsible manufacturing practices in greater depth.

Ensuring Customer Safety Through Products:

Product Data Sheet (PDS)

We maintain a comprehensive Product Data Sheet (PDS) for every product, which provides customers with articulate information on formulation, recommended usage and safety guidance. This practice brings our commitment to responsible disclosure to the fore and strengthens trust through openness and accountability.

Material Safety Data Sheets (MSDS)

Customer safety remains a top priority for us. To support safe and informed handling of our products, we provide detailed Material Safety Data Sheets (MSDS) that outline safe usage, storage and emergency measures. By offering these resources both physically and digitally, we make safety information easily accessible, helping customers use our products responsibly while ensuring compliance with all regulatory standards.



Product Attributes

- Water repellent
- Flexible enough to cover hair-line cracks
- High opacity
- High coverage
- Low smell

SILK GLAMOR
CRYSTAL REFLECTIVE TECHNOLOGY

Product Description
Silk Glamor Luxury Emulsion is a premier interior wall paint designed to give walls a premium and rich appearance. It is formulated with tailor-made 100% acrylic emulsion, which makes it durable and retains fresh, new glossy look for a longer period of time. Silk Glamor comes in a range of regular and metallic bases, shades, which can be combined to give a premium look to the interiors.

Recommended Use
Plastered surfaces, concrete walls, fiberboards, asbestos, gypsum boards and false ceilings.

Colour Range
Over 2,000 shades

Finish
HIGH
MEDIUM
SMOOTH
MATT
Premium, rich and glossy look

Toxicity
VOIC - 40 - 50 gm./L
No added lead, chromium or mercury

Coverage
Approx. 150 - 170 sq.ft/ lt/2 coats, under ideal test conditions.
(Coverage may depend on factors like surface conditions, surface preparation, application skill, weather conditions, dilution etc.)

Recommended Undercoats
Primer: Silk Luxury Basecoat
Putty: For wall/ plastered surfaces - Bison Wall Putty/ Happy Wall Putty

Gloss Level
60° = 13 - 15;
85° = 45 - 55 (Depending on shade, measured as per standard test method)

Anti - fungal
Resists growth of algae, fungus and moulds

Drying Time
SD: 15 - 25 min at 60% RH, 25° C
HD: 6 - 8 hours

Application Method
Brush/ Roller/ Spray

Dilution Ratio
Brush: 40 - 50% by volume
Roller: 25 - 30% by volume
Deep shades from N base to be applied without dilution

Recommended Thinner / Cleaner
Potable water

Smart Automated Paint Processing

We have installed fully automated, integrated paint processing facilities and filling lines to enhance productivity, reduce manual interventions and improve product safety in the long run. Our filling machines are equipped with an IoT-enabled Auto Data Logger, with data displayed on local dashboards and centrally monitored in real time.

This system automatically generates weight records, calculates process performance metrics and visualises data through interactive graphs. It prevents overfilling by triggering alarms and halting operations until corrections are made, ensuring compliance with legal metrology standards. By maintaining uniformity in base material weights for precise shade tinting and implementing automatic control mechanisms, we have significantly enhanced product quality, safety and operational efficiency.

Branding and Market Engagement

Our multi-channel branding strategy integrates mass media, digital campaigns and influencer partnerships to showcase our diverse product portfolio across decorative, industrial and automotive paints. We strengthen channel engagement through dealer incentives, loyalty programmes, contractor training initiatives and showroom support, while ongoing product innovation ensures that we continue to meet the dynamic needs of our customers across varied segments.



As India's second-largest paint Company, we seek to create a bigger impact by expanding our geographical footprint.

This year, we added 13,000+ retail touchpoints and 12,000+ dealers, extending our reach across 28 states.

By bringing our products closer to customers in diverse markets, we continue to bring spaces to life and build lasting relationships.

Strengthening Urban Presence and Community Impact

During the year, we intensified our focus on India's rapidly growing urban areas, which contributed to robust market expansion and strengthening of our presence in high-opportunity regions.

As part of our commitment to inclusive growth, we collaborated with the **Smile Foundation** to conduct the **iTrain Programme**, an initiative designed to empower individuals with new skills and create meaningful impact within local communities.

The programme has delivered **remarkable results**, equipping participants with valuable training, boosting employability and nurturing stronger, more self-reliant communities.

GRI 417-1, 417-3

Ethical Marketing and Communication

At Berger Paints, we conduct all marketing and promotional activities with a strong sense of integrity, transparency and responsibility. Our communication practices are steered by ethical principles that ensure information about our products is accurate, non-misleading and fully compliant with all applicable laws and voluntary codes. We promote our products on the basis of their quality, safety and performance, while consciously avoiding exaggerated claims or any form of greenwashing. Product information and labelling provide clear and accessible guidance on safe usage, environmental attributes and disposal methods. This empowers our customers to make well-informed choices. In parallel, our marketing teams participate in periodic training on responsible advertising standards and customer communication ethics, reinforcing our culture of trust and accountability in every interaction with stakeholders.

After-Sales Experience

We are committed to delivering a seamless post-purchase experience for our customers.

Our comprehensive technical support helps guide customers on application techniques, surface preparation and product compatibility, ensuring optimal results every time.

To address quality-related issues efficiently, we have implemented a robust warranty management system, led by our flagship initiative T24, which enables swift resolution of product defects.

Additionally, through our Customer Relationship Management (CRM) initiatives spanning loyalty programme, satisfaction surveys and grievance redressal we strengthen long-term relationships and continually enhance the customer experience.

Conclusion

Our approach to marketing and labelling is rooted in transparency, compliance and customer trust. By providing clear product information, ensuring regulatory adherence, educating customers on safe usage and disposal and proactively addressing risks like counterfeiting, we uphold the highest standards of responsibility. Combined with our focus on building capable teams, these efforts ensure that every customer interaction reflects Berger's commitment to quality, integrity and long-term brand trust.

GRI 417-3

GRI 416-1, 417-1

Social Impact and Community Relations

Creating Sustainable Livelihood and Shared Prosperity

Our Approach to Community Value Creation

At Berger Paints, community engagement is not a peripheral undertaking, but an intrinsic element of our business strategy and organisational purpose. We are guided by the conviction that sustainable business growth is inseparable from meaningful and inclusive community development. Accordingly, our approach extends well beyond conventional philanthropy to prioritise long-term capability building, economic empowerment and systemic interventions that help in building enduring prosperity across the communities that we serve.

In FY 2024-25, we invested ₹23.97 Crores in community programmes, exceeding our statutory obligation of ₹23.29 Crores. This investment brings our resolve to move beyond compliance and towards purposeful impact creation to the fore. Our initiatives span skill development, education, health, infrastructure and environmental stewardship, addressing root causes of poverty and inequality while generating tangible social and economic value.



GRI 413-1, 413-2, 203-1, 203-2

Flagship Initiative: iTrain Skill Development Programme

Programme Overview

The iTrain Programme represents our most significant community investment—a transformative initiative launched in 2014 to bridge the critical skill gap in India's painting and coatings industry. Recognising that the industry is projected to grow from USD 15.78 billion (2024) to USD 27.93 billion (2030) and the acute workforce shortage, we developed a comprehensive skilling solution.

Operating since 2021 in partnership with Smile Foundation, iTrain delivers modular, industry-aligned training through 31 fixed training centres and 23 mobile training vans, reaching painters and aspiring professionals

in underserved and remote areas across India.

FY 2024-25 Impact Metrics

- ▶ 9,000+ workshops conducted
- ▶ 1,50,000+ painters trained (cumulative reach exceeds 1.2 lakh beneficiaries)
- ▶ 300+ locations across 20 Indian states
- ▶ 31 fixed centres + 23 mobile vans ensuring accessibility
- ▶ Certification: Recognised by Paints and Coatings Skill Council (PCSC) under NCVET



GRI 413-1, 203-1, 203-2

Programme Design: Technical + Soft Skills Integration

Technical Training Modules

- ▶ Modern painting techniques and product application
- ▶ Waterproofing and specialised coatings
- ▶ Health, safety and tool handling protocols
- ▶ Moisture meter operation and diagnostic skills
- ▶ Advanced texture and finish techniques

Soft Skills and Business Training

- ▶ Professional communication and client management
- ▶ Time management, budgeting and financial literacy
- ▶ Entrepreneurship and business acumen
- ▶ Negotiation and contract management
- ▶ Digital literacy and modern workplace readiness

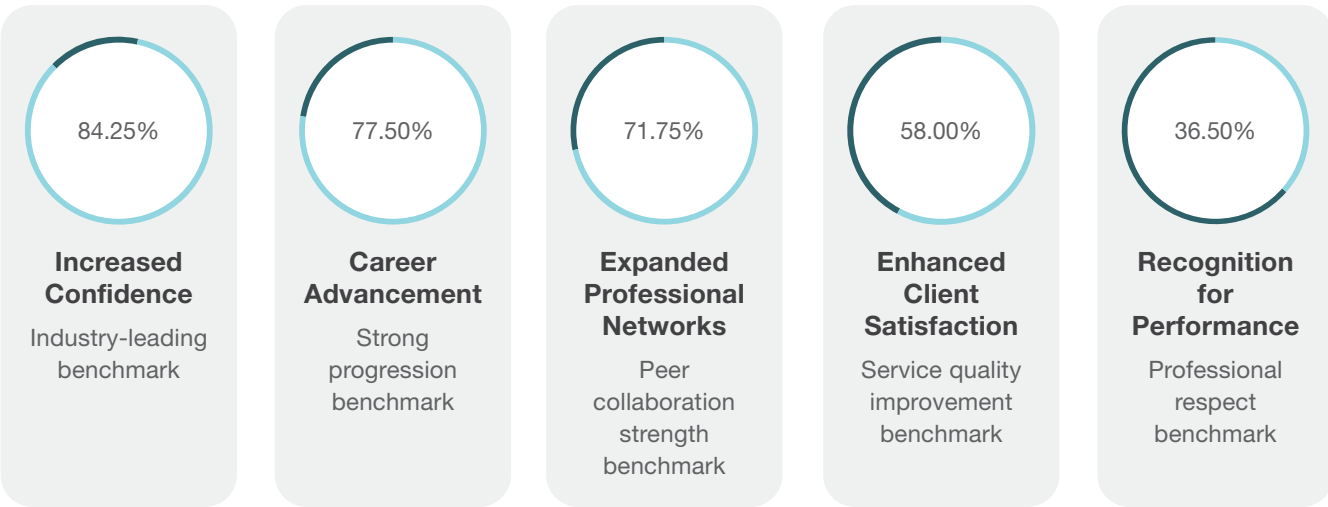
Outcomes-Based Learning

Each session combines theoretical instruction with hands-on practical learning, ensuring participants develop both competence and confidence for real-world application.

Measured Social Impact: Independent Third-Party Assessment

In collaboration with Social Lens Consulting, we conducted a rigorous third-party social impact assessment of iTrain across 425 painters and contractors across 12 key cities (Bhubaneswar, Cochin, Delhi, Faridabad, Ghaziabad, Guwahati, Jalandhar, Kolkata, Kollam, Pune, Tirunelveli, Vijayawada). The findings are compelling:

Professional Development and Confidence



Financial Outcome	Achievement	Significance
 Increased Income	▶ 97.00%	▶ Near-universal benefit
 Income Doubled	▶ 62.00%	▶ Major wealth creation
 Income Growth 50-75%	▶ 17.00%	▶ Substantial improvement
 Income Growth 25-50%	▶ 9.00%	▶ Meaningful progress
 Asset Ownership Vehicles	▶ 62.35%	▶ Capital formation
 Asset Ownership - Homes	▶ 41.18%	▶ Long-term wealth security
 Land Ownership	▶ 35.53%	▶ Generational wealth
 Increased Savings	▶ 84.24%	▶ Financial discipline

Beneficiary Quote: "After iTrain, my earnings doubled. I bought a vehicle for my transport business and a small house. My children now go to a better school. This training changed my family's future." - iTrain Participant, Kolkata

Business Growth and Entrepreneurship

The iTrain Programme has catalysed a transformation in how painters see themselves from wage labourers to business owners and contractors.

Business Metric	Achievement	Impact
 Positive Business Changes	▶ 97.18%	▶ Near-universal uplift
 Acquired More Clients	▶ 91.06%	▶ Market expansion
 Secured More Contracts	▶ 84.24%	▶ Revenue growth
 Expanded Professional Networks	▶ 60.00%	▶ Market access
 Entrepreneurial Skills Valued	▶ 80.94%	▶ 48% increase from previous year
 Larger Independent Projects	▶ 26.59%	▶ Scale amplification
 Contractual Work with and Bigger Teams	▶ 30.35%	▶ Growth in scale
 Growth in Both Areas	▶ 42.12%	▶ Sustained expansion

Direct Economic Impact Generated (iTrain):

- ▶ 1,50,000+ beneficiaries with 97% earning more
- ▶ 62% earning double their previous income
- ▶ Asset creation: Vehicles, homes, land, education investments

Multiplier Effects:

- ▶ Children's education improvements
- ▶ Community health improvements (60% professional networks strengthened)
- ▶ Formalisation of painting profession
- ▶ Industry transformation towards professionalism and safety

Complementary Social Programmes and Thematic Impact

Beyond iTrain, we operate a portfolio of initiatives addressing education, health, women's empowerment and environmental stewardship:



Education and Infrastructure Project Udaan: Empowering Through Education

Project Udaan highlights our commitment to reimagining education through the integration of technology and modern pedagogical approaches. At Govt. School Akar in Mardol,

Goa, we supported the learning ecosystem by donating and installing projectors and digital screens,

enabling classrooms to become more engaging, interactive and concept-driven.



Impact: By equipping educators with modern teaching tools, the initiative enhances the quality of teaching and enriches the learning experience of approximately 50-60 students per batch. We believe that the thoughtful infusion of technology into classrooms augments conceptual understanding and also nurtures curiosity participation and confidence among students. This helps in laying

the foundation for more inclusive and future-ready education.

Educational Infrastructure Development

At Ramkrishna Adarsha Balika Vidyalaya in Shibpur, Howrah, we supported the expansion of educational infrastructure through the construction of additional classrooms, easing pressure on existing facilities



and enabling more focused, student-centric learning environments.

Impact: Nearly 1,000 girl students and teachers directly benefited from improved facilities. By strengthening an institution dedicated to girls' education, we advance female empowerment, help reduce dropout rates and invest in long-term community resilience. Quality education for girls creates a powerful multiplier effect, improving household outcomes and shaping more equitable futures across generations.

STEM Lab Equipment Supply

In partnership with Government High Schools around Hindupur, we supplied STEM lab equipment that brings hands-on science and technology education to rural classrooms.

Impact: These labs narrow the urban-rural education divide by introducing modern learning tools to underserved communities. Students gain early exposure to emerging disciplines, such as AI, robotics and engineering within their own village schools. This equips them with relevant skills and aspirations for future careers.

Modern Educational Resources

At Jilha Parishad School, Nagjhare, we constructed dedicated spaces for modern educational resources focused on Science, History and Geography.

Impact: Approximately 40 students, along with the wider local community, benefited from improved access to structured learning environments. The initiative supports better learning outcomes, enhances teaching effectiveness and bolsters community trust through sustained investment in local children's education.

Early Childhood Education

At Pandasozhanallur Pet, Tamil Nadu, we renovated Anganwadi buildings to create safe, welcoming

and age-appropriate spaces for early childhood learning and play.

Impact: The initiative promotes holistic child development. By



strengthening early education infrastructure, we lay the groundwork for improved educational attainment and long-term community well-being.

Health and Well-Being

Medical Camps and Healthcare Access

We organise free medical camps to improve access to essential healthcare services for underserved communities. At PHC Gadaura, Hardoi, Uttar Pradesh, one such camp benefited over 300 individuals from the local community.

Impact: Services included general health check-ups, eye examinations and blood tests, addressing immediate healthcare needs while raising awareness about preventive health practices.

Blood Donation Camps

In collaboration with industry associations and the Red Cross Society, we conducted blood donation camps that mobilised employee participation towards life-saving contributions.

Impact: We collected 70 units of blood, demonstrating strong employee engagement and a shared commitment to community well-being.

Environmental Initiatives

Cleanliness Drives

In Gujarat, we conducted cleanliness drives at community spaces, particularly vegetable markets, while organising awareness sessions on plastic reduction and waste management under the Swachhata Abhiyan.



Livelihood and Skill Development

Project Tejaswini: Colours of Empowerment

Project Tejaswini, implemented in partnership with Howrah City Police, is our flagship women's safety and empowerment initiative focused on self-defence training for schoolgirls.

Delivered under the banner 'Colours of Empowerment', the programme equips young girls with essential self-defence skills, confidence and situational awareness to protect themselves and respond effectively to potential threats.

Impact: Over 700 schoolgirls have been trained in self-defence techniques, building not only physical skills but also confidence, situational awareness and assertiveness. By empowering girls at a formative age, Project Tejaswini contributes to safer communities and reinforces our commitment to gender equality, women's safety and the creation of resilient, empowered future generations.

Skills Training in Assam

In Naltali, Assam, we delivered targeted skill development programmes focused on fishing

techniques and sustainable livelihood practices, aligned with the local economic contexts. The initiative directly contributed to the financial upliftment of the local communities.

Inclusive Community Access

At Block Development Office, Serampore - Uttarpara, we constructed a waiting-cum-meeting facility with accessible seating and drinking water facilities. This was specifically designed for elderly and physically disabled visitors. This initiative ensures that public services remain comfortable and inclusive for all community members.

Disaster Relief and Emergency Response

Cyclone Fungal Relief Support

When Cyclone Fungal struck Puducherry and Tamil Nadu in November 2024, we extended immediate support by preparing and distributing food, arranging medical services and medicines and assisting rescue efforts. We demonstrated our commitment to standing with communities during critical times.



Community Relations Strategy and Stakeholder Engagement

Approach to Genuine Impact

Our community strategy is grounded in:

- ▶ Listening and Co-creation: Understanding community needs through dialogue and not imposing solutions
- ▶ Capacity Building: Investing in long-term skills and capabilities, not one-off handouts
- ▶ Economic Empowerment: Creating pathways to income, asset ownership and business opportunity
- ▶ Local Partnership: Working with NGOs (Smile Foundation), local governments and community organisations
- ▶ Transparency and Accountability: Third-party assessment, public reporting and stakeholder feedback loops

Stakeholder Involvement

- ▶ Communities: Direct participation in programme design, implementation feedback and impact measurement
- ▶ Suppliers and Dealers: Integration of social initiatives into business network; procurement preferences for suppliers meeting social standards
- ▶ Employees: Engagement as volunteers, mentors and beneficiary partners
- ▶ NGO Partners: Smile Foundation collaboration on iTrain backend execution, reaching scale efficiently
- ▶ Government Bodies: Alignment with Skill India, PMKVY and state development priorities



Performance Against Commitments

No Negative Impacts: All programmes align with international best practices. No negative impacts of CSR initiatives reported in FY 2024-25.

Continuous Improvement: Beneficiary feedback informs programme design. Demand for advanced modules (epoxy, new products, specialised techniques) shows participants seek depth and relevance.

Reach and Accessibility: Mobile vans have ensured 23.06% of iTrain participants are from underserved remote locations, democratising access to quality training.

Looking Ahead: Scaling Impact and Innovation

Strategic Priorities (2025-2027)

- ▶ Expand iTrain to 200,000+ beneficiaries while maintaining quality
- ▶ Deepen women's participation with targeted programmes in 10+ states
- ▶ Entrepreneurship acceleration: Business incubation for iTrain graduates aspiring to contractor status
- ▶ Supply chain integration: Link iTrain graduates to Berger's contractor and dealer networks
- ▶ Technology integration: Digital platforms for distance learning, skill validation and job matching
- ▶ Biodiversity and Climate: Scale environmental initiatives linking community to climate resilience

Health as foundation: Expand medical camps and occupational health training.

Vision

We envision a future where:

- ▶ Painting becomes a dignified, professionally recognised, high-earning livelihood
- ▶ Communities around Berger facilities are engines of inclusive growth
- ▶ Skill development is accessible to every aspiring professional, regardless of geography or background
- ▶ Business success and community prosperity are mutually reinforcing



Conclusion

Our community strategy reflects a fundamental belief: Business excellence and social responsibility are not trade-offs, they are mutually reinforcing. Through flagship initiatives like iTrain and complementary programmes, we are building a future where growth is shared, where opportunity is democratised and communities flourish alongside our business.

The evidence is unequivocal. With nearly 1.2 lakh+ beneficiaries, 97% improvement in incomes, tangible asset creation, expanding professional networks and the emergence of entrepreneurial aspirations, our community investments demonstrate how focused capability building can catalyse enduring transformation. As we step into our second century, community relations remains integral to our identity, anchored not in charity, but in a deliberate, strategic commitment to shared prosperity and long-term sustainable value creation for all stakeholders.





GRI Content Index

Berger Paints India Limited | Sustainability Report 2024–25

This report has been prepared with reference to the GRI Standards 2021. For certain topic standards where GRI 2016 disclosures are referenced alongside 2021 requirements, both versions have been indicated. The GRI Content Index below maps each applicable disclosure to the corresponding section(s) of this Sustainability Report.

GRI Disclosure	Disclosure Title	Location / Reference	Pg. no.
GRI 1-1	Purpose of GRI Standards	About the Report	2–3
GRI 1-2	Key concepts	About the Report	2–3
GRI 2-1	Organizational details	About Berger / Our Legacy	6–7
GRI 2-2	Entities included in sustainability reporting	About the Report – Reporting Boundary	3
GRI 2-3	Reporting period, frequency & contact	About the Report	2–3
GRI 2-6	Activities, value chain & other business relationships	About Berger	6–9
		Materials Stewardship	66–67
GRI 2-7	Employees	Human Capital – Workforce Overview	114–115
GRI 2-8	Workers who are not employees	Human Capital – Workforce Overview	114–115
GRI 2-9	Governance structure & composition	Governance – Board Composition	30–33
GRI 2-10	Nomination & selection of the highest governance body	Governance – Board Committee Structure	31–33
GRI 2-11	Chair of the highest governance body	Governance – Board Composition	30
GRI 2-12	Role of highest governance body in overseeing the management of impacts	Governance – ESG Committee	32–35
		Governance – ESG Committee Risk Management	32–35 24–25
GRI 2-13	Delegation of responsibility for managing impacts	Governance – ESG Committee	32–35
GRI 2-14	Role of highest governance body in sustainability reporting	Governance – Performance & Oversight	36–37
GRI 2-15	Conflicts of interest	Culture of Ethics and Integrity	36
GRI 2-16	Communication of critical concerns	Culture of Ethics / Grievance Redressal	36, 118
GRI 2-17	Collective knowledge of highest governance body	Governance – Board Composition	30–31
GRI 2-18	Evaluation of the performance of highest governance body	Performance and Oversight	36–37
GRI 2-19	Remuneration policies	Remuneration and Compensation	36–37
GRI 2-20	Process to determine remuneration	Remuneration and Compensation	36–37
GRI 2-21	Annual total compensation ratio	Remuneration and Compensation	36–37
GRI 2-22	Statement on sustainable development strategy	Message from Leadership / MD & CEO Statement	4–5
		Governance Conclusion	42–43
GRI 2-23	Policy commitments	Policy Commitments	38–39
		Human Capital	118–119
GRI 2-24	Embedding policy commitments	Policy Commitments	38–39
GRI 2-25	Processes to remediate negative impacts	Anti-Corruption & Compliance	38–39
GRI 2-26	Mechanisms for seeking advice & raising concerns	Culture of Ethics	36
		Supplier Ethics	70–71

GRI Disclosure	Disclosure Title	Location / Reference	Pg. no.
GRI 2-27	Compliance with laws & regulations	Environmental Compliance	40–41
		Tax Contribution	40–41
GRI 2-28	Membership associations	Our Presence – Memberships	8–9
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement	20–21
		Customer Stewardship	126–135
GRI 2-30	Collective bargaining agreements	Human Capital – Workforce Overview	114–115
GRI 3-1	Process to determine material topics	Materiality Assessment	22–23
GRI 3-2	List of material topics	Materiality Matrix	22–23
GRI 3-3	Management of material topics	Disclosed under each topic standard throughout the report	
GRI 201-1	Direct economic value generated & distributed	Economic Performance	15–16
GRI 201-2	Financial implications & risks due to climate change	Financial Implications – Climate	17–18
		Emissions Management	82–89
GRI 201-3	Defined benefit plan obligations and other requirement plans	Defined Benefit Obligations	17–19
GRI 201-4	Financial assistance received from government	Financial Assistance from Government	18–19
GRI 203-1	Infrastructure investments & services supported	Community Relations / iTrain	140–145
GRI 203-2	Significant indirect economic impacts	Indirect Economic Impacts Community	18–19
		Value Creation	140–145
GRI 204-1	Proportion of spending on local suppliers	Local Procurement	66–67
		Material Circularity	74–75
GRI 205-1	Operations assessed for corruption-related risks	Anti-Corruption	38–39
GRI 205-2	Communication & training on anti-corruption policies	Anti-Corruption	38–39
GRI 205-3	Confirmed incidents of corruption	Anti-Corruption Performance	38–39
GRI 206-1	Legal actions for anti-competitive behavior	Anti-Corruption & Fair Competition	38–39
GRI 301-1	Materials used by weight or volume	Materials Stewardship – RM Spend	66–67
		R&D Products	62–65
GRI 301-2	Recycled input materials used	Circular Economy & Packaging	72–75
		R&D Innovation	62–65
GRI 301-3	Reclaimed products & their packaging materials	Circular Economy – EPR & Plastic Waste	72–75
		Waste	100–103
GRI 302-1	Energy consumption within the organization	Climate Action – Renewable Energy; Total Energy Consumption; Renewable Energy; Rooftop Power Plants; Energy Efficiency at Resin Plants; Transition to PNG	77–85
		Emissions Management	85–89
GRI 302-2	Energy consumption outside the organization	Logistics Electrification	79
GRI 302-3	Energy intensity	Emissions Intensity; Energy Intensity Ratio (Energy Dashboard); Project Urja Shakti; Project Sanchayan	82–87
GRI 302-4	Reduction of energy consumption	Energy Efficiency; Sustainable Impact through Energy Efficiency; Project (B) ALL Out; Project Sanchayan; Renewable Energy; Transition to PNG; Energy Efficiency at Resin Plants	78–85
		R&D Innovation	60–65



GRI Disclosure	Disclosure Title	Location / Reference	Pg. no.
GRI 302-5	Reductions in energy requirements of products	Sustainable Products – Roof Cool Seal / EIFS	54–59
		R&D	60–65
GRI 303-1	Interactions with water as a shared resource	Water Management – Strategic Approach	94–97
GRI 303-2	Management of water discharge-related impacts	Water Management – Quality Assurance	96–102
GRI 303-3	Water withdrawal	Water Withdrawal Performance	96–102
GRI 303-4	Water discharge	Water Discharge Performance	96–102
GRI 303-5	Water consumption	Water Consumption Performance	96–102
		Project JAL	95–97
GRI 304-1	Operational sites in/near protected areas	Nature Stewardship – Ecological Footprint	108–112
GRI 304-2	Significant impacts on biodiversity	Nature Stewardship – Ecological Footprint	108–112
GRI 304-3	Habitats protected or restored	Go Goa Green / Plantation Initiatives	110–112
GRI 304-4	IUCN Red List species in affected areas	Nature Stewardship	108–112
GRI 305-1	Direct (Scope 1) GHG emissions	Emissions Management – Scope 1	86–90
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Emissions Management – Scope 2	88–90
GRI 305-3	Other indirect (Scope 3) GHG emissions	Logistics Electrification / Supply Chain	79
GRI 305-4	GHG emissions intensity	Emissions Intensity	90
		GHG Parameter Table	87–88
GRI 305-5	Reduction of GHG emissions	Decarbonisation Progress; Renewable Energy (7,127 MT CO2 avoided); Sustainable Impact (12,204 MT reduction); Transition to PNG	76–93
GRI 305-6	Emissions of ozone-depleting substances	Not reported	
GRI 305-7	Nitrogen oxides, sulfur oxides & other air emissions	Air Pollutant Annual Averages	80–81 91
GRI 306-1	Waste generation & significant waste-related impacts	Waste Management – Upstream Prevention	103–104
GRI 306-2	Management of significant waste-related impacts	War on Waste / Circular Economy	103–112
GRI 306-3	Waste generated	Total Waste Breakdown	104–105
GRI 306-4	Waste diverted from disposal	Waste Diversion Portfolio	107–109
GRI 306-5	Waste directed to disposal	Waste Directed to Disposal	107–109
GRI 308-1	New suppliers screened using environmental criteria	Supplier Sustainability & ESG Integration	68–71
GRI 308-2	Negative environmental impacts in the supply chain	Supply Chain Risk Management	66–67
		Supplier Engagement	68–71
GRI 307-1	Non-compliance with environmental laws & regulations	Environmental Compliance	40–41
GRI 401-1	New employee hires & turnover	Workforce Overview	114–115
GRI 401-2	Benefits provided to full-time employees	Employee Well-Being	120–122
GRI 401-3	Parental leave	Parental Leave	122
GRI 402-1	Minimum notice periods regarding operational changes	Human Capital – Workforce Overview	118–119
GRI 403-1	OHS management system	OHS Management Approach	125–126
GRI 403-2	Hazard identification, risk assessment & incident investigation	Hazard Identification & Risk Assessment	126–127
GRI 403-3	Occupational health services	Workplace Health & Wellness	125–127

GRI Disclosure	Disclosure Title	Location / Reference	Pg. no.
GRI 403-4	Worker participation, consultation & communication on OHS	Worker Participation & Communication	126–129
GRI 403-5	Worker training on OHS	Worker Training on OHS	127–129
GRI 403-6	Promotion of worker health	Employee Health & Safety Initiatives	125–127
GRI 403-7	Prevention & mitigation of OHS impacts linked to business relationships	Contractor Safety	128–129
GRI 403-8	Workers covered by OHS management system	OHS Management System – Scope	125–126
GRI 403-9	Work-related injuries	Work-related Injuries & Ill Health	129–130
GRI 403-10	Work-related ill health	Work-related Injuries & Ill Health	129–130
GRI 404-1	Average hours of training per year per employee	Talent Development & Learning	122–123
GRI 404-2	Programs for upgrading employee skills	Talent Development & Learning	122–123
GRI 404-3	Percentage of employees receiving performance & career development reviews	Performance Review	120–121
GRI 404-4	Succession planning	Succession Planning	122–123
		Board Composition	30–31
GRI 405-1	Diversity of governance bodies & employees	Diversity & Inclusion	119
GRI 405-2	Ratio of basic salary & remuneration of women to men	Talent Acquisition & Diversity	119, 124
GRI 406-1	Incidents of discrimination & corrective actions taken	Non-Discrimination	118
GRI 407-1	Operations & suppliers at risk regarding freedom of association	Grievance Redressal / Workers' Union	118
GRI 408-1	Operations & suppliers at significant risk for incidents of child labor	Talent Acquisition – Policy Statement	124
GRI 409-1	Operations & suppliers at significant risk for incidents of forced or compulsory labor	Talent Acquisition – Policy Statement	124
GRI 411-1	Incidents of violations involving rights of indigenous peoples	Non-Discrimination / Grievance Redressal	118
GRI 413-1	Operations with local community engagement, impact assessments & development programs	Community Value Creation / iTrain	140–147
GRI 413-2	Operations with significant actual & potential negative impacts on local communities	Nature Stewardship – EIA	108–112
		Community Relations	142–143
GRI 414-1	New suppliers screened using social criteria	Supplier Sustainability – ESG Screening	68–71
GRI 414-2	Negative social impacts in the supply chain	Supplier Engagement & Capacity Building	70–71
GRI 416-1	Assessment of health & safety impacts of product & service categories	Product Stewardship / Eco-Labelling	54–59
GRI 416-2	Incidents of non-compliance on health & safety impacts	Customer Stewardship / Complaints	130–131
GRI 417-1	Requirements for product & service information & labeling	Product Safety & Responsible Labelling	132–139
GRI 417-2	Incidents of non-compliance on product & service information & labeling	Product Safety & Responsible Labelling	132–139
GRI 417-3	Incidents of non-compliance in marketing communications	Ethical Marketing & Communication	139–140
GRI 418-1	Substantiated complaints regarding data privacy & breaches	Data Protection & PrivacyCustomer	48–49
		Complaint Resolution	130–131

Notes





for faster, cleaner and better painting
call 1800 103 6030 or SMS XP to 56767

BERGER PAINTS INDIA LIMITED

CINL51434WB1923PLC004793

Registered Office: Berger House, 129 Park Street, Kolkata 700 017, W.B.
Corporate Office: Plot No. CF-4, Action Area IC, New Town, Kolkata 700 156
Phone: 91 33 2229 9724-28
E-mail: consumerfeedback@bergerindia.com
www.bergerpaints.com

