

Nuvama India Conference 2024

Investor
Conference

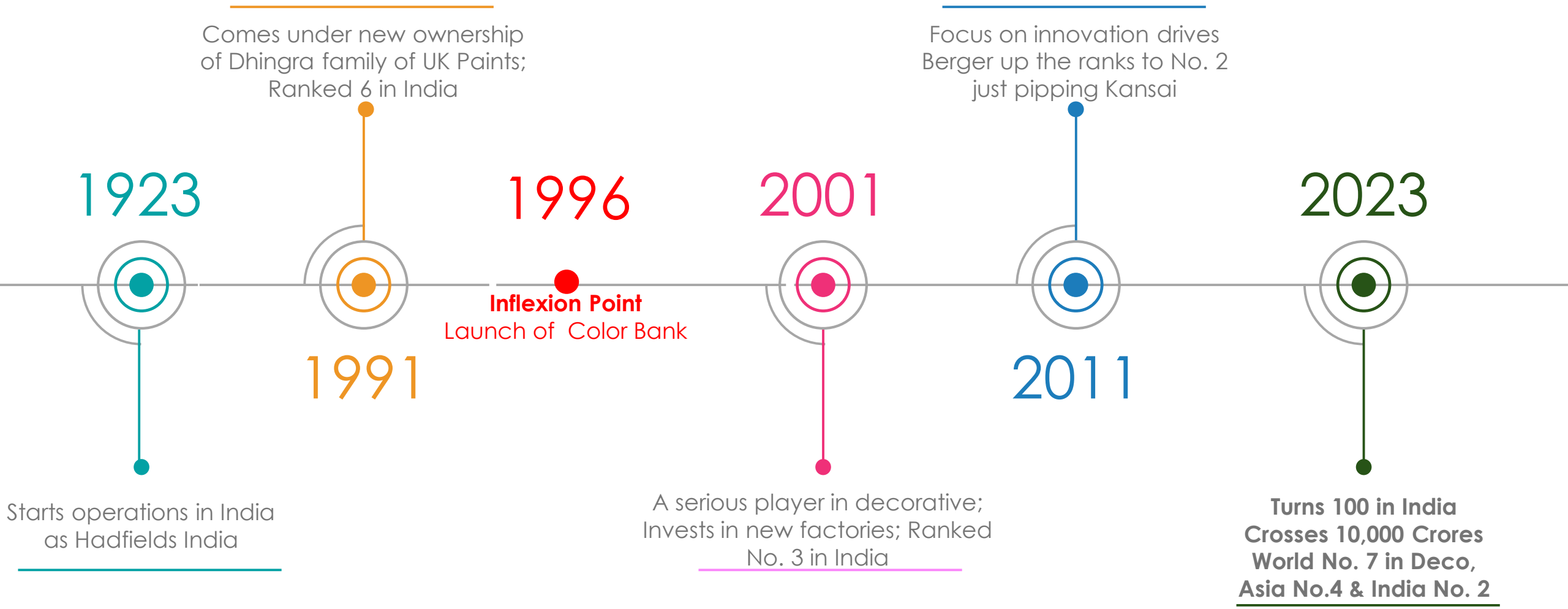
Abhijit Roy
MD & CEO
Berger Paints India Limited



100 YEARS OF
TRUST

Berger over the years

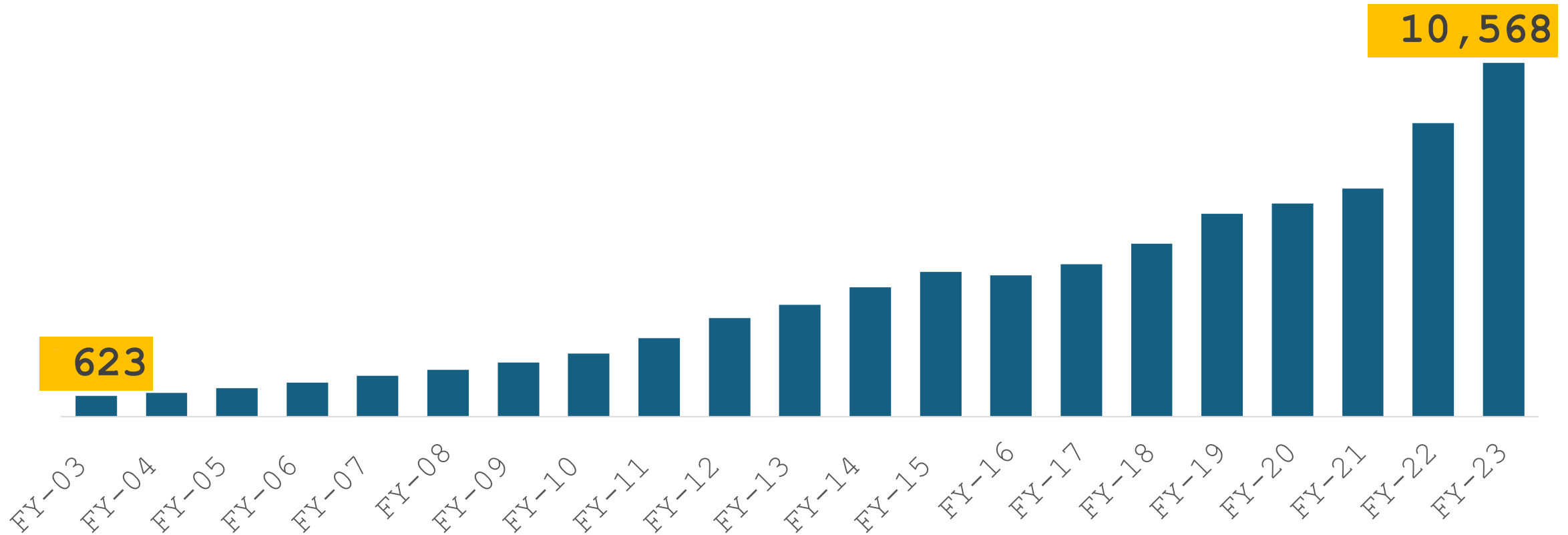
The story of an evolving organization



Racing Revenue | 20-Yr Consolidated Sales

From strength to strength

Consolidated Net Sales (Rs Cr)



Note: FY16 Sales corrected for INDAS

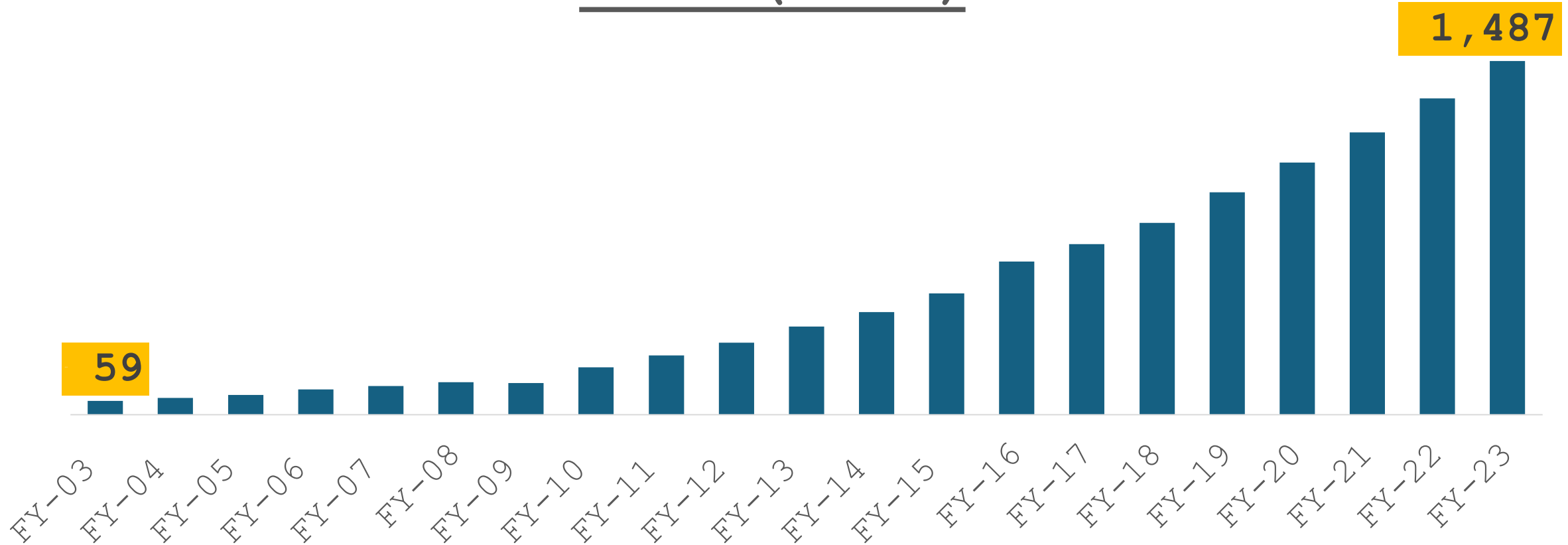
5Yr CAGR 15.4%; 20Yr CAGR 15.2%

Racing Profits | 20-Yr PBDIT

From strength to strength



PBDIT (Rs Cr)



Note: Value in Rs Cr

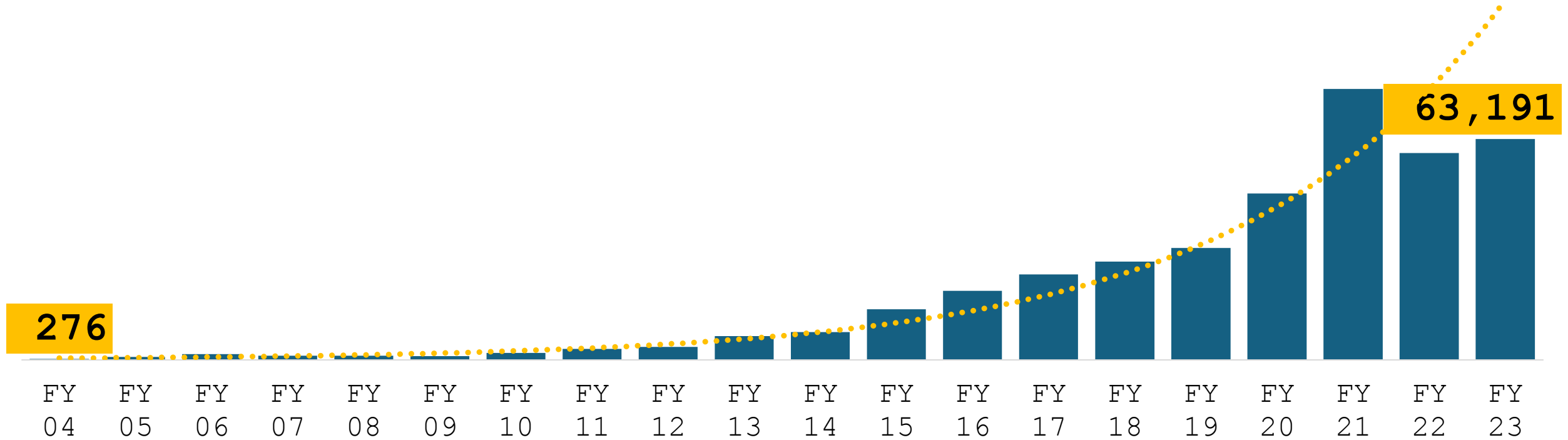
20Yr CAGR 17.5%

Creating Shareholder Value | 20Yr Mkt Cap



From strength to strength

20Y Market Cap



276

63,191

Note: Value in Rs Cr

5Yr CAGR 17.6%; 20Yr CAGR 33.9%

Expanding Presence across borders



India - Presence across segments;
Leadership in some; Strong no. 2 in others



Nepal - Strong No. 2 with sizeable and
long-standing presence in decorative
business



Russia - Niche business in decorative
paints



Poland - Dominant in ETICS space through
acquisition of Bolix SA

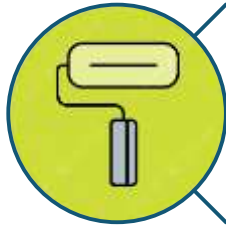


UK - Subsidiary operating in EIFS/ETICS
segment in UK & France

Straddling Segments



Protective Coatings & General Industrial - Market leader for decades



Decorative Coatings - Strong No. 2



Automotive Paints - No.2 with BNPA



Construction Chemicals - Fast growing No. 4 with STP

Alliances & Tech Tie-ups

Cooperation through MoUs

- ❑ 49% in Coil Coatings with Becker
- ❑ 49% in 4W & SUVs with Nippon
- ❑ Tigerwerke for Powder Coatings
- ❑ Chugoku for Marine Paints
- ❑ Promat for Fireproof Coatings



Growth thru Acquisitions

*Strategic gaps filled;
Capabilities enhanced*

- Jenson & Nicholson, Nepal in 2000
- ICI's Motors & Industries business acquired in 2006
- Bolix, Poland acquired in 2008
- Sherwin Williams deco business in India, acquired in 2013 (\$0.15 Mn)
- Saboo Coatings, acquired in 2017
- STP's Waterproofing business, acquired in 2019



1991-92 : No6 , Rev 111
cr , OP 10cr

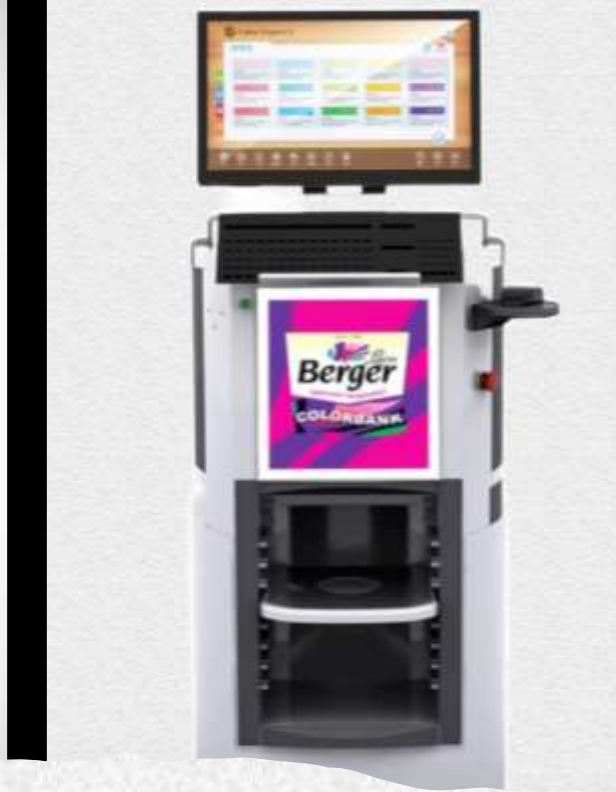
1991 : Small Fish in a Large & Crowded Ocean

DOMESTIC BRANDS



L.T

That we were
fighters!



THE COLOR BANK STORY

*The bold gamble (innovation)
that set the ball rolling...*



In the 2000s, an even more crowded Ocean

INTERNATIONAL BRANDS



SHERWIN WILLIAMS.



DOMESTIC BRANDS



PAINTS



ADITYA BIRLA GROUP



SHALIMAR



PAINTS



Innovati
on at
the
Centre



Category Creator to Leader



No Daag No Tension
Only beautiful walls

Berger
Paint your imagination

EASY CLEAN
LUXURY INTERIOR EMULSION





Battle
Scars
Lessons

Category Disruptor to Leader



Innovation in Commodity Products

BERGER (HOME) SHIELD
Complete Waterproofing Solutions
WATERPROOF PUTTY



**SORA AUR SEELAN SE MUKTI PAO
SIRF DEEWAREIN NAHI, LIFE CHAMKAO**



Water Repellency



Anti-efflorescent



Extra Coverage



Smooth Finish



Innovation in Services as well



Berger **express painting**
Faster. Cleaner. Safer.

Your Imagination Our Expertise

- Accurate Price Estimation
- Waterproofing
- Dust Free Experience
- Trained Painters
- Expert Supervision



Moisture Meter Reading	Solution
0 - 5	Regular Paint
6 - 10	Waterproof Putty O-Prime
11 - 25	WALL SHIELD Waterproof Putty O-Prime
26 - 30	DAMPSTOP + Waterproof Putty + O-Prime
More than 30	INJECTION SEALER WALL SHIELD 2K + Waterproof Putty + Se O-Prime

Homeshield™ Range of crafted solutions

- ❑ Seepage, leakage and damp walls all lead to a substrate conducive for pathogens to grow and multiply
- ❑ Till now, no scientific assessment was made before offering treatment.
- ❑ But now, **Scientific Detection & Customized Solutions**



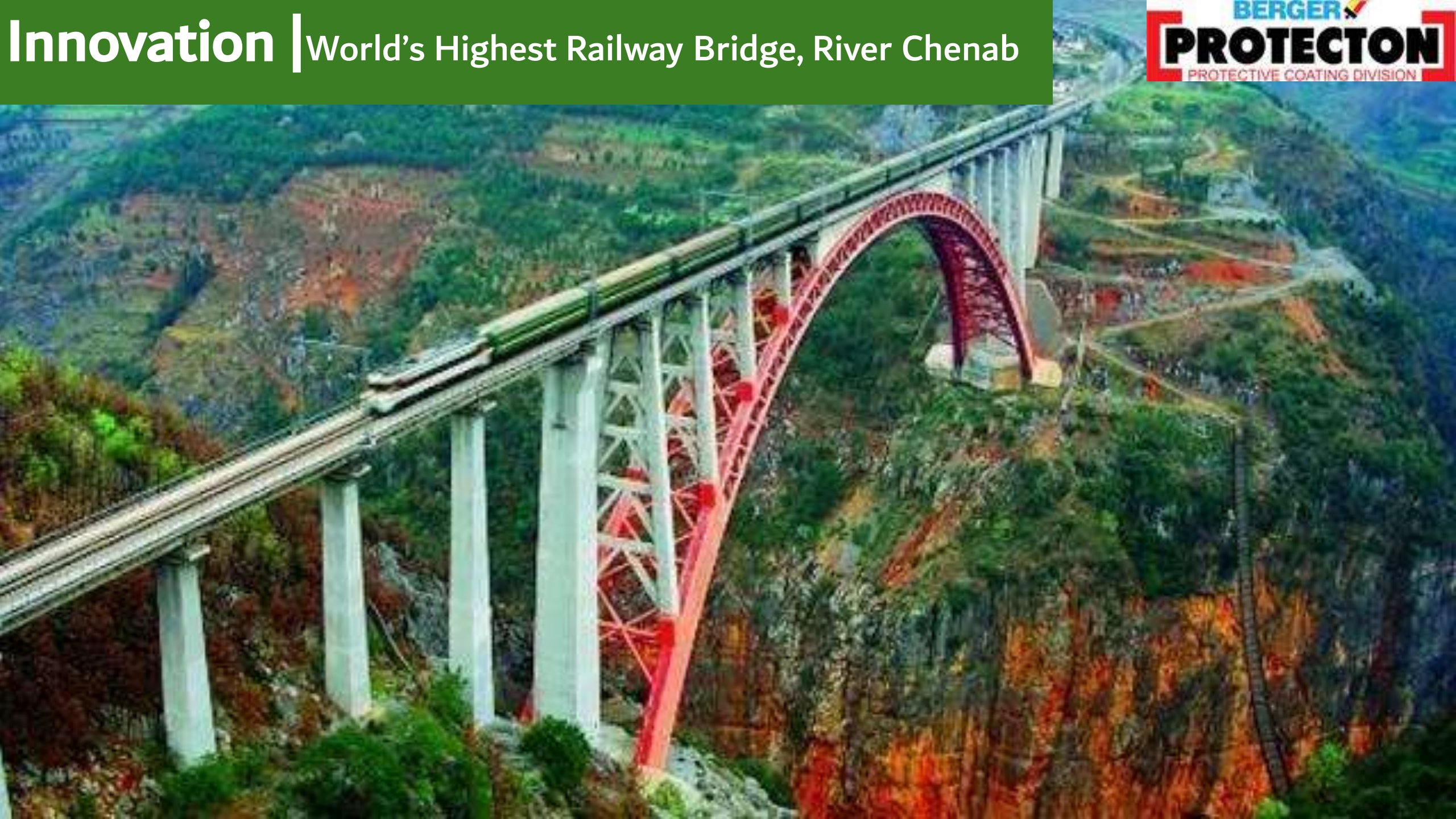
Innovation in Influencer Engagement





Innovation in Industrial Coatings

Innovation | World's Highest Railway Bridge, River Chenab



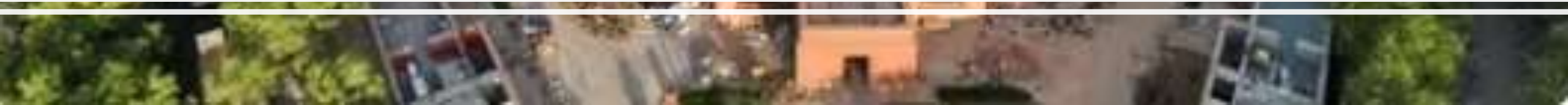


Innovation | Yashobhoomi
Convention Centre, Dwarka





New Parliament : Polyurea





TITAGARH WAGONS

EXIDE BATTERIES





Berger's **TAM** Approach

Test-Accelerate-Maintain

A time-tested framework

MAINTAIN

Must do core activities where execution is the



ACCELERATE

Scaling up successful experiments with scaled revenue potential



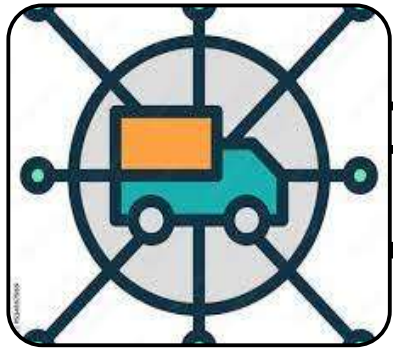
TEST

Conduct fresh experiments to create new growth opportunities



Acceleration Stage

Differentiated Distribution



Distributors

- Focus on weaker markets



Stores

• 700+ Exclusive Stores

Accelerate Stage

Construction Chemicals

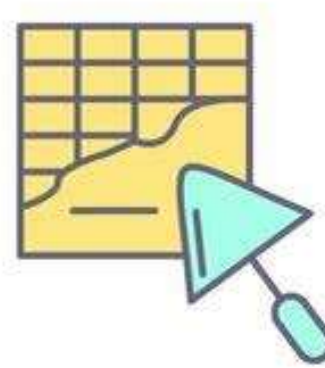


**WATER-PROOFING
& REPAIRS**

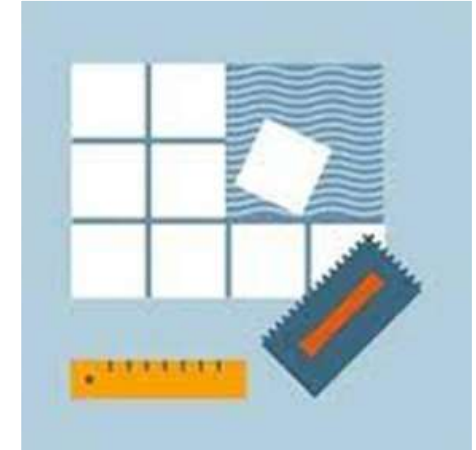
ADMIXTURE



TILE ADHESIVE



TILE GROUTS



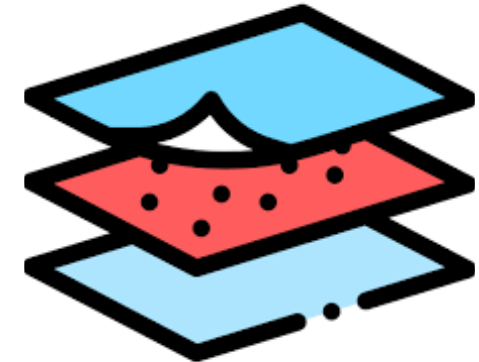
FLOOR HARDENER



SEALANTS

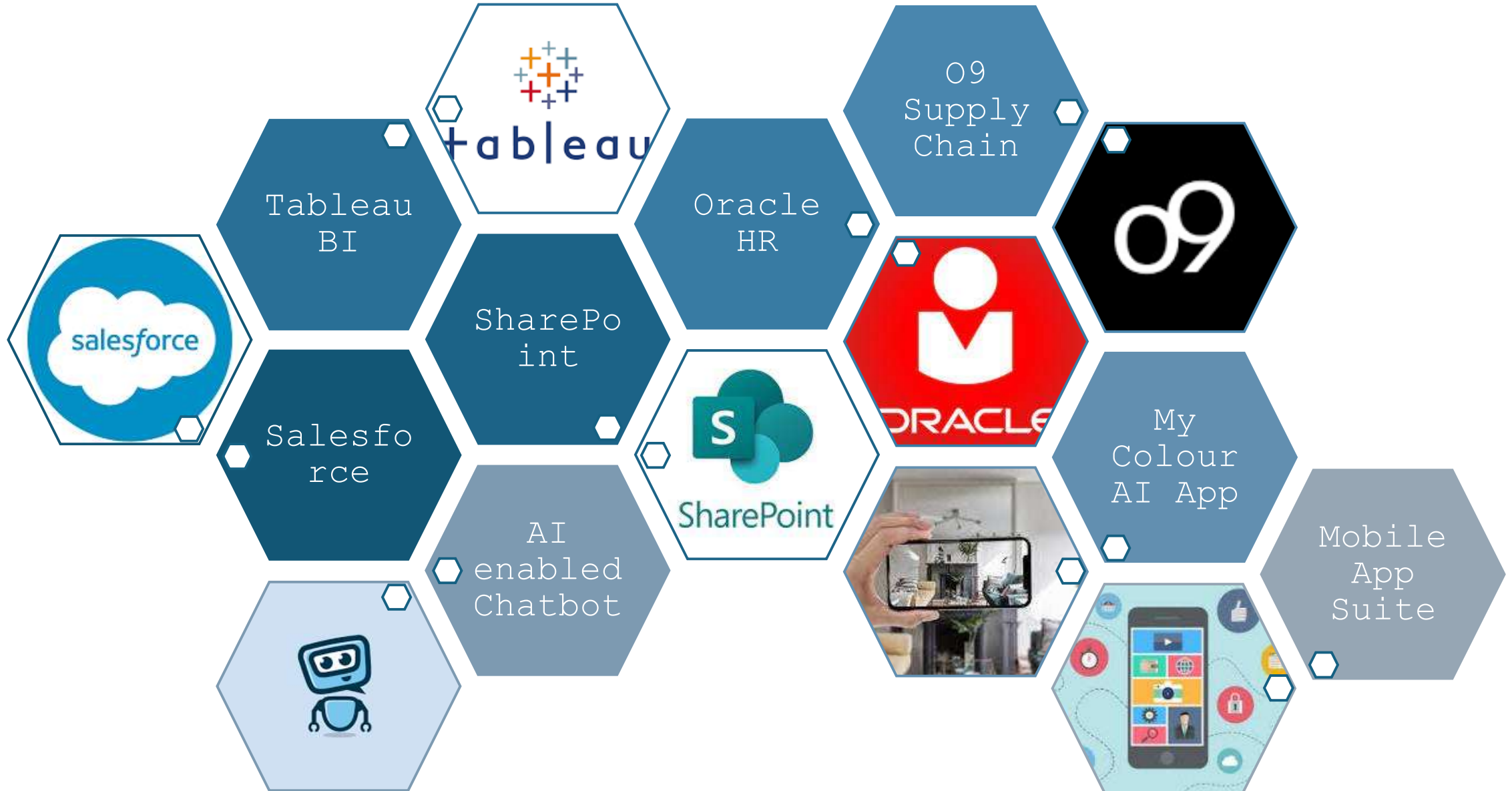


MEMBRANE



Accelerate Stage

Org-wide Digitization



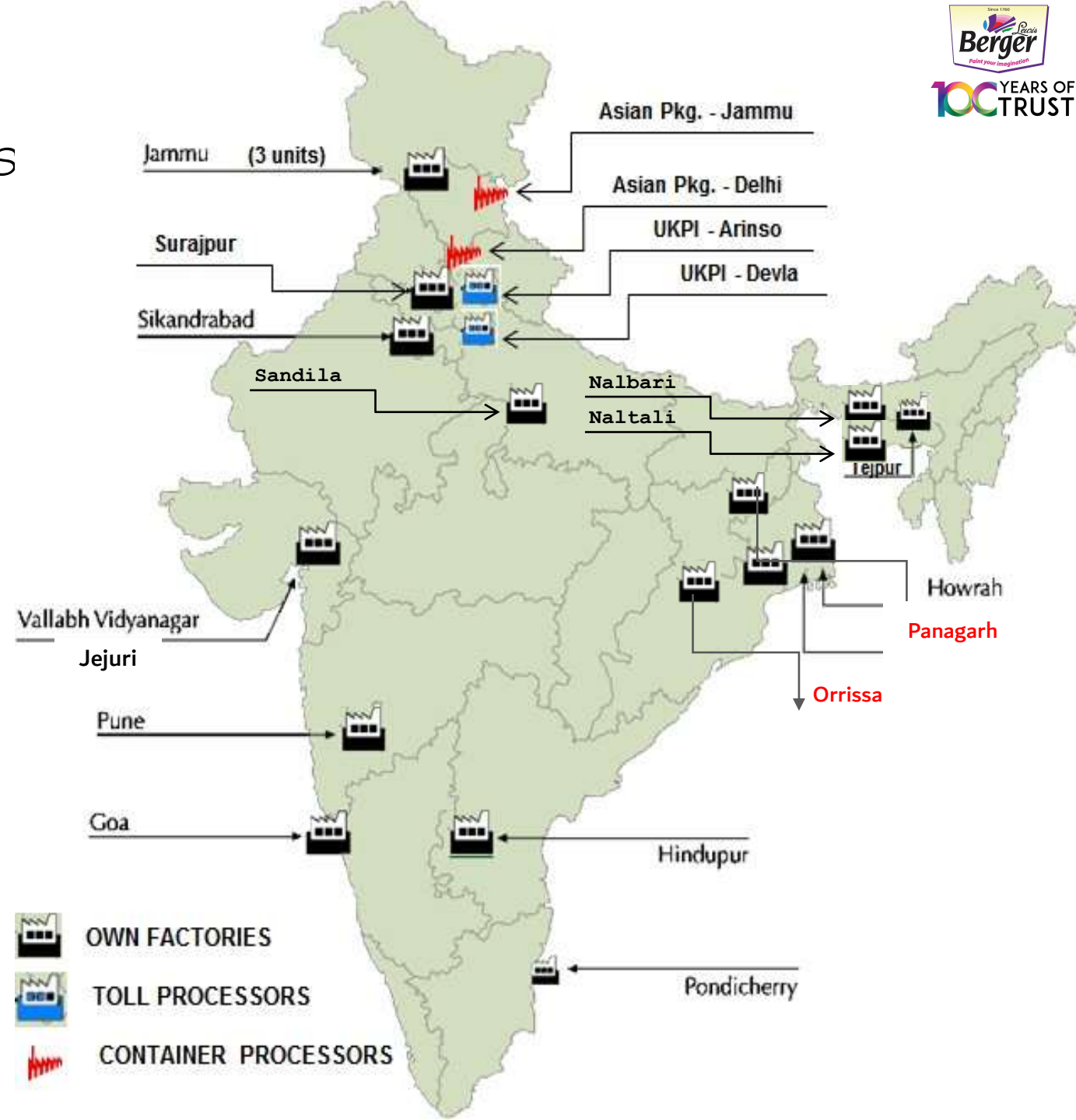
29 Production Facilities Worldwide 14 in India



Grow Stage

Production Facilities

- **Consented Manufacturing Capacity**
 - 1.3 Million MT/annum
- **Brownfield Expansion planned**
 - Hindupur
 - VVN
 - Pondicherry
- **Greenfield Projects**
 - Panagarh 2025
 - Orissa 2026

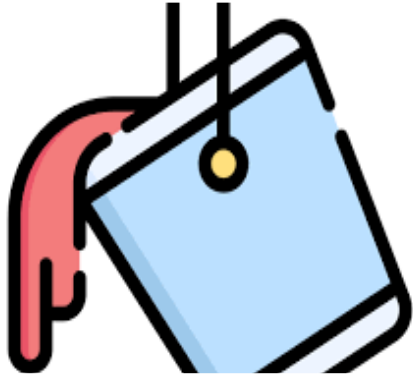




100 YEARS OF
TRUST

The Outlook for Berger

The Outlook for Berger



Products



Supply
Chain



Distribut
ion



Branding



Influence
r



Services



PEOPLE



ESG



100 YEARS OF TRUST

- 100 Years

g Trust, One

Legacy at a Time. -