Greenlam
Industries Limited



# Designing Tomorrow, Responsibly.

“Sustainability is not a destination. It is a responsibility that guides every decision we make.”

— Lady Bird Johnson

Every choice we make leaves a mark.

On the spaces we create and the future we shape.

At Greenlam, sustainability is the thread that connects purpose with progress.

It guides how we source, how we create, and how we deliver.

Our ESG approach gives form to this belief.

It turns intent into priorities, and priorities into action.

What follows is our commitment in motion.

A framework shaped by responsibility and driven by impact.



# Index


Message from leadership ..... 06
Integrated value creation report ..... 08
Stakeholder Engagement Framework ..... 16
ESG Commitment ..... 22
Environmental Commitment ..... 25
Social and Governance Commitment ..... 32
Risk Management Framework ..... 36
Supply Chain Effectiveness ..... 38
Culture of Manufacturing Excellence ..... 41
Strengthening Financial Momentum ..... 46
Information Technology & Digital Transformation ..... 47
People Management Efficiency ..... 49
Corporate social responsibility ..... 55
Glossary ..... 61
Global Footprint ..... 62
Product Portfolio ..... 63

# Leadership with purpose

At Greenlam, sustainability guides how we operate, manufacture, and build trust.

Our responsibility begins with the resources we use and extends across our value chain. From product safety and quality to renewable energy, water stewardship, agroforestry, along with our goal of zero waste to landfill, every initiative reflects our commitment to doing business the right way.

This journey is led through a structured ESG framework with strong governance and accountability at every level.

Our ambition is clear. By 2030-31, we aim to achieve Net Zero emissions across Scope 1 and Scope 2 at our manufacturing facilities.

Sustainability, for us, is not an obligation. It is a pathway to long-term value for our business, our partners, and the future we share.

**Saurabh Mittal**
**Managing Director & CEO**
**Greenlam Industries Limited**







# Leadership with purpose

At Greenlam, design goes beyond surfaces. It shapes how we impact people and the planet.

Our ESG approach brings together climate action, efficient use of resources, employee well-being, and responsible business practices into one focused direction.

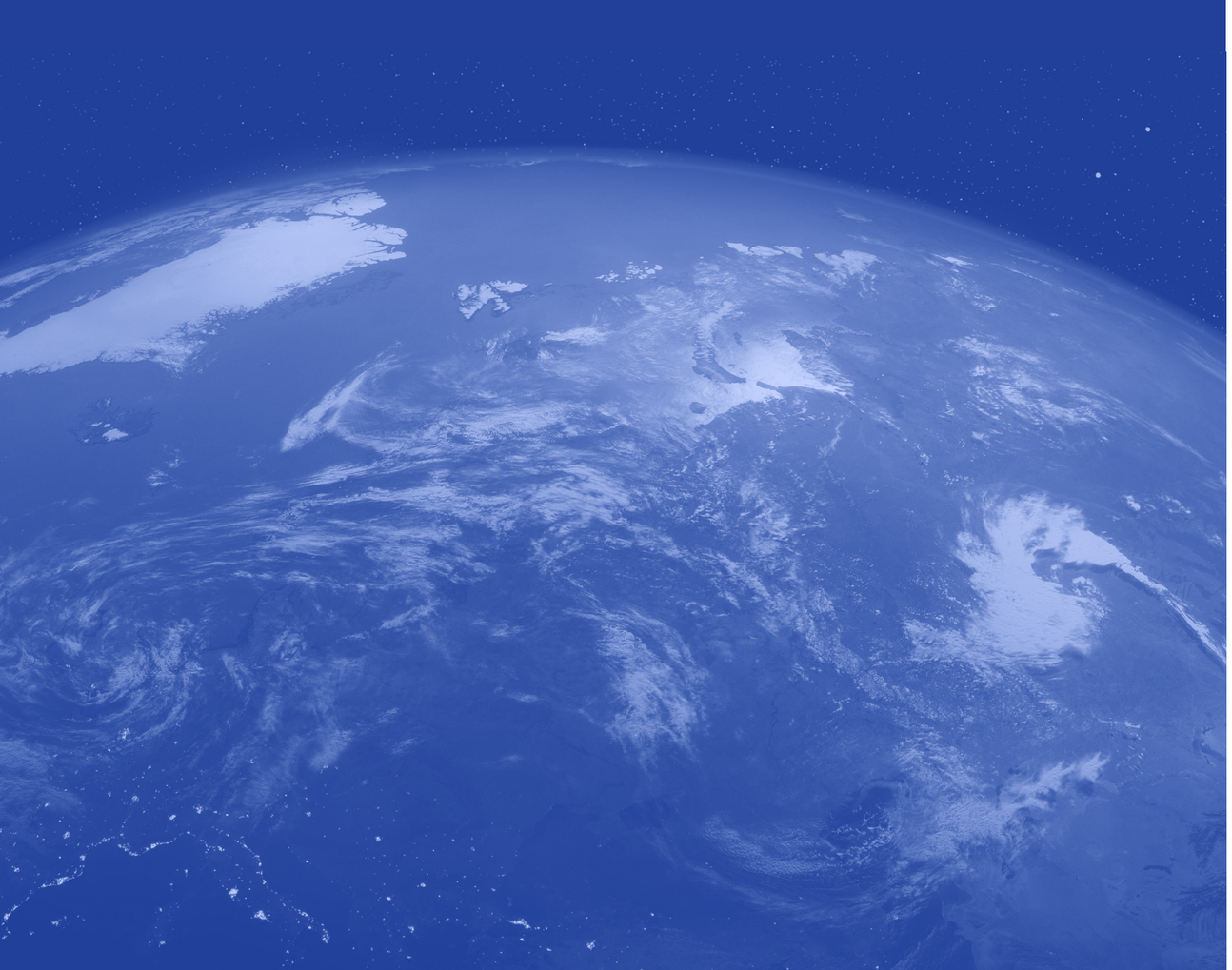
Its true measure lies in outcomes: safer workplaces, stronger supply chains, sustainable products & practices, and empowered communities define what responsible growth means to us.
We see sustainability as a driver of innovation. It pushes us to improve processes, rethink materials, and create solutions that are relevant for the world ahead.
Our commitment is simple. To grow with integrity, lead with responsibility, and ensure that progress leaves a positive mark.

**Parul Mittal**
**Director**
**Greenlam Industries Limited**



# Bettering: Greenlam and value creation

**A strong track record of profitable growth**





# Greenlam's integrated value creation report

## Overwiew

For years, businesses were judged largely by one thing: financial performance.

That is no longer enough.

Customers want responsible products. Employees seek purposeful workplaces. Investors look for resilience, governance and sustainability. Communities expect responsible growth. As expectations expanded, reporting had to evolve as well.

At Greenlam, value is created through a connected ecosystem. Manufacturing excellence drives product quality. Innovation strengthens brand preference. Responsible sourcing supports sustainability. Distribution expands reach. Financial discipline funds future growth.

Each element influences the next.

Over the years, we have evolved from a laminates-focused business into a diversified building materials company spanning laminates, compacts, veneers, plywood, engineered flooring, doors, decorative panels and substrate solutions. As our portfolio expanded, so did our stakeholder universe and our responsibility to explain how value is created.

This integrated value-creation report brings those connections together.

It explains how we convert resources into products, products into customer trust, customer trust into profitable growth and profitable growth into long-term stakeholder value.

The report combines strategy, operations, governance, sustainability, social impact and financial performance within a single framework. The objective is simple: provide a transparent view of how we create, protect and grow value over the long term.

### Greenlam's value creation model: Our resources

**People**

~9,000 employees bring expertise, innovation and execution excellence across our manufacturing facilities, offices and R&D centres.

**Suppliers**

A broad supplier network supports dependable access to quality raw materials and critical services.

**Partners**

Governments, customers, NGOs and ecosystem partners help expand our reach and impact.

**Materials**

Raw materials, chemicals and packaging inputs power our manufacturing operations.

**Capital**

Equity, debt and internal accruals provide the financial resources needed to grow responsibly.

**Intellectual assets**

Brands, technology, innovation capabilities and organisational knowledge strengthen our competitive advantage.

**Infrastructure**

An extensive domestic and global infrastructure ensuring seamless manufacturing, distribution, and customer engagement worldwide.

## How we create value

### Listen
We engage continuously with customers, architects, contractors, OEMs and channel partners to understand changing market needs.

### Innovate
inputs into high-quality finished
We convert insights into products, products. solutions and experiences that address emerging opportunities.

### Source
We procure raw materials responsibly while maintaining quality and supply reliability. domestic and international markets.

### Manufacture
Advanced facilities convert inputs into high-quality finished products.

### Deliver
Our logistics network ensures timely product availability across domestic and international markets.

### Build brands
Marketing investments strengthen visibility, preference and customer engagement.

### Sell
A global and national network of distributors, dealers and retailers expands market access and reach.

## How value reaches stakeholders

### Consumers
Trusted products that combine quality, design and performance.

### Employees
Opportunities to grow, contribute and build meaningful careers.

### Customers
Partnerships that sup-port growth and create shared success.

### Suppliers and partners
Long-term relationships built on trust, ethics and collaboration.

### Society and environment
Responsible operations that contribute positively to communities and the planet.

### Shareholders
Sustainable growth, disciplined capital allocation and long-term value creation.

## Our consolidated five-year performance

### Employee and contractor safety and health
We strengthened work-place safety and well-being by preventing work-related fatalities and minimising serious injuries. Achieved a Total Recordable Incident Rate (TRIR) of 1.0 across all manufacturing units.

### A skilled and engaged work-force
We fostered a positive and empowering workplace through continuous employ-ee engagement, capability develop-ment and people-centric practices.

### Fairness and diversity in the workplace
We promoted an inclusive work environment that upheld fair labour practices, equal oportunities and workforce diversity.

### Biodiversity and ecosystems
We advanced responsible ecosystem steward-ship across our operational landscapes through sustained environmental initiatives and multi-stakeholder collaboration.

## Supplier conduct and responsible procurement

We value the important role played by suppliers, service providers, channel partners, dealers, distributors and vendors in our growth journey and engage with them respectfully and responsibly. Through close collaboration across the supply chain, we strive to uphold quality, ethical standards and long-term sustainability.

### Relationships with communities
We continue to create lasting social value through meaningful community investments, proactive stakeholder engagement and inclusive development initiatives.

### Solutions that create value for customers
We continue to promote sustainable and responsibly manufactured products that deliver long-term value to customers and support responsible consumption.

### This is what Bettering looks like in practice
Creating value is no longer about producing more. It is about connecting more - linking innovation with sustainability, growth with responsibility and financial performance with stakeholder trust. Every investment we make is designed to strengthen that connection. Because Bettering is not measured by what we produce alone. It is measured by the value we create for everyone who depends on us.



# Value-creation record

| Input | Value creation process | Output | Outcome | SDGs |
|---|---|---|---|---|
| **Financial Capital**<br>**Net Debt:** 7941.2 Cr<br>**Shareholder's funds:** 1,179.1 Cr | **1. Raw material sourcing**<br>• FSC-certified paper & wood<br>• Local/global vendor base<br>• Quality, sustainability & compliance checks<br>**2. Inbound logistics**<br>• Transportation to factories (Behror, Nalagarh, Prantij, Tindivanam and Naidupeta)<br>• Inventory management systems<br>• Material handling & storage<br>**3. Manufacturing & processing**<br>• High-pressure laminates, veneers, flooring, compact laminates, plywood & chipboard<br>• Automated & energy-efficient plants<br>• In-house quality labs & R&D testing<br>• Water & energy-efficient practices (Green Manufacturing)<br>**4. Finishing & packaging**<br>• Surface treatments (anti-bacterial, fire retardant, etc.)<br>• Custom sizing & branding<br>• Sustainable packaging<br>**5. Warehousing & distribution**<br>• Regional distribution centres & warehouses<br>• Stock management & order fulfilment<br>• Global export logistics (120+ countries)<br>**6. Sales channels**<br>• Dealer/distributor network<br>• Direct institutional sales (builders, OEMs, contractors)<br>• Retail showrooms & e-catalogues<br>• Export partners<br>• Residential, commercial, hospitality, healthcare, education<br>• Customers receive Greenlam products via dealers, retail and/or orders<br>**7. After-sales service**<br>• Customer care & CRM support<br>• Technical assistance & warranty<br>• Feedback loop to design & R&D teams | **Revenue, FY 26:** ₹3046.1 Cr<br>**EBIDTA, FY 26:** ₹334.2 Cr<br>**Net Profit, FY 26:** 756.0 Cr<br>**Cash Profit, FY 26:** 197.5 Cr | **Cash earnings per share:** R7.74<br>**Return on Capital Employed:** 8.6%<br>**Return on Net Worth:** 4.7%<br>**Long term borrowings repaid, FY 26:** R110.7 Cr<br>**Market capitalisation (as on March 31, 2026):** $5,211.7 Cr<br>**Dividend paid, FY 26:** $10.2 Cr |  |
| **Manufactured Capital**<br>Manufactured throughput: 6 products<br>Manufactured value: F~2074 Cr<br>Manufacturing units: 5 | | **Annual capacity**<br>**High-pressure laminates:** 24.52 mn sheets/ boards<br>**Decorative veneers:** 4.2 mn sq. m.<br>**Engineered wooden floor:** 1.0 mn sq. m.<br>**Engineered doors & frames:** 1,20,000 units<br>**Plywood:** 18.9 mn sq. m.<br>**Chipboard:** 2.92 lakh CBM | **Revenues**<br>**Laminates business:** 72,433.3 Cr<br>**Chipboard business:** {212.8 Cr<br>**Plywood business:** 7165.5 Cr<br>**Veneer business:** R123 Cr.<br>**Engineered floor business:** 51.6 Cr<br>Engineered door business: R59.8 Cr |  |
| **Human Capital**<br>Workforce: Nearly 9000<br>Age profile: 80% less< 45 years<br>Employee benefit expenses: 7615.93 Cr<br>Training: 65,479 person-hours | | **People retention rate in FY 26:** 84%<br>**Employees employed more than 5 years in FY 26:** 37%<br>**Human rights complaints:** Nil | The Company fostered a culture of stability and growth with high employee retention and continuous skill development. |  |
| **Intellectual Capital**<br>Research spending: F~ 1Cr<br>Brand spending: 7155.1 Cr<br>Brand spending as a percentage of revenue: 5.1% | | **Cumulative senior management experience:** ~700 years | Greenlam is among the three leading laminate brands in the world.<br>The Company emerged as a single point solution in the wood panel sector. |  |
| **Natural Capital**<br>Expanded renewable electricity sourcing from 1 MW to 11 MW.<br>Optimised water recycling and reuse.<br>Strengthened focus on sustainable products and global certifications. | | **Increased renewable electricity consumption** from 1.5% to 4%; roadmap to ~ 18% in FY 27<br>**Saved** nearly 20 mn litres of water Achieved GreenPro Certification | Reduced dependence on fossil fuel-based electricity<br>Reduced freshwater dependence and improved water resilience<br>Strengthened sustainable product leadership and stakeholder trust |  |
| **Social and Relationship Capital**<br>Vendors: 5,000+<br>Materials procured: 71488.1 Cr<br>Channel partners: 40,000+<br>CSR spend: 73.1 Cr | | **Community lives touched:** ~18,000<br>**Exchequer contribution:** 7185+ Cr | The Company strengthened community bonds through impactful CSR initiatives in education, healthcare and environment sustainability.<br>**Percentage of vendors with more than five years of engagement with the Company:** 25%+ |  |

# Our strategic priorities

**Strengthen leadership**
Enhance brand equity and international presence while reinforcing our Indian identity across markets.

**Global laminates leadership**
Expand scale, capabilities and market reach to strengthen our position among the world's leading laminates manufacturers.

**Build leadership**
Accelerate growth across plywood, chipboard and allied categories to establish a strong domestic presence.

**Resilient ecosystem**
Develop long-term, collaborative relationships across the value chain to strengthen market reach and operational excellence.

**Diversified portfolio**
Expand offerings across surfaces and substrates to create integrated solutions and enhance customer engagement.

# Our strategic enablers

**Employer of choice**
The Company is committed to building a workplace culture that attracts, develops and retains passionate, skilled and future-ready talent.

**Digital excellence**
As industries evolve towards Industry 4.0, the Company is leveraging technology and digital integration to enhance agility, efficiency and decision-making.

**Future-ready organisation**
The Company is nurturing a culture that promotes innovation, responsiveness and continuous improvement while upholding integrity, safety, kaizen and stakeholder value creation.



# Greenlam's stakeholder engagement framework

## Overview

Stakeholder expectations are rising. Faster responses, greater transparency and deeper collaboration have become essential for building trust and sustaining growth. We engage continuously with customers, employees, suppliers, investors, regulators, channel partners and communities through structured communication, operational collaboration and regular feedback mechanisms. These conversations help us understand changing expectations, identify emerging opportunities and anticipate potential risks before they become challenges. More importantly, they strengthen decision-making. Insights gathered across our stakeholder ecosystem influence how we operate, invest, innovate and grow. By staying connected, responsive and accountable, we continue to build stronger relationships and create long-term value for all stakeholders.

| Stakeholder group | Greenlam's priorities | Stakeholder expectations | How we engage | Capitals strengthened |
|---|---|---|---|---|
| Customers and channel partners | Strengthening product quality, innovation, accessibility and service responsiveness across categories | Consistent product quality, design innovation, timely deliveries, technical support and value driven solutions | Dealer and distributor engagement, architect and contractor interactions, institutional discussions, CRM support systems, technical assistance and continuous feedback mechanisms | Intellectual Capital<br>Manufactured Capital<br>Social and Relationship Capital |
| Employees | Building a future ready, inclusive and performance-driven workplace culture | Career growth, fair remuneration, capability development, workplace safety, diversity and employee well-being | Leadership interactions, training programmes, performance reviews, engagement initiatives, wellness programmes and internal communication platforms | Human Capital<br>Intellectual Capital |
| Suppliers and business partners | Developing long-term and responsible sourcing partnerships that strengthen operational continuity | Transparent procurement practices, timely payments, business continuity and collaborative engagement | Supplier reviews, vendor assessments, operational coordination, capability building initiatives and compliance evaluations | Social and Relationship<br>Capital Financial Capital<br>Natural Capital |
| Investors and lenders | Maintaining financial discipline, governance standards and sustainable long term growth | Growth visibility, profitability, governance transparency, prudent capital allocation and shareholder returns | Investor presentations, earnings updates, annual reports, analyst interactions, regulatory disclosures and shareholder meetings | Financial Capital<br>Intellectual Capital |
| Government and regulatory authorities | Ensuring responsible operations, regulatory compliance and environmental stewardship | Compliance with legal and environmental regulations, governance standards and economic contribution | Regulatory filings, audits, industry participation, compliance reviews, policy engagement, emails, newspaper's publications and Company's website | Manufactured Capital<br>Natural Capital<br>Social and Relationship Capital |
| Communities and society | Strengthening inclusive growth through responsible business practices and social investments | Community development, environmental responsibility, education, healthcare and livelihood support | CSR programmes, sustainability initiatives, education and healthcare interventions and community engagement initiatives | Social and Relationship Capital<br>Natural Capital<br>Human Capital |

## Issues influencing value creation

Greenlam believes that achieving sustainable long-term growth requires a continuous understanding of the operational, environmental, financial and social factors that influence performance and stakeholder confidence. Through regular stake-holder engagement and internal assessment processes, the Company identifies key issues that influence strategic priorities, governance practices, risk management frameworks and sustainability initiatives. These issues have a significant impact on Greenlam's ability to create value across the short, medium and long term.

## Key focus areas

| | | | |
|---|---|---|---|
| **Product quality and innovation** | **Responsible sourcing and supply chain resilience** | **Manufacturing efficiency and operational excellence** | **Workplace safety and employee well-being** |
| **Energy efficiency and environmental stewardship** | **Governance, ethics and regulatory compliance** | **Customer engagement and service responsiveness** | **Community development and inclusive growth** |

By integrating these priorities into business decision-making, Greenlam continues to strengthen resilience, competitiveness and sustainable stakeholder value creation

# Materiality assessment

## Materiality analysis

Greenlam's materiality assessment framework helps the Company identify and prioritise the environmental, social, operational and governance-related factors that have the greatest potential to influence long-term business performance, stakeholder confidence and sustainable value creation.

As a manufacturing-led interior infrastructure solutions company, Greenlam recognises that issues such as responsible sourcing, energy efficiency, operational safety, supply chain resilience, environmental stewardship and product innovation are closely linked to business continuity, competitiveness and long-term growth.

The Company's materiality assessment process combines stakeholder engagement with internal strategic evaluation to identify priorities that can materially influence financial performance, operational resilience, regulatory preparedness and market relevance across the short, medium and long term. These insights support decision making across sustainability strategy, risk management, governance frameworks and capital allocation priorities.

Greenlam undertook a comprehensive materiality assessment exercise in 2022 to identify the ESG themes most relevant to its business ecosystem and stakeholder groups. During FY 2023-24, these material topics were reassessed through structured stakeholder engagement, including consultations, digital surveys, leadership interactions, and internal workshops, with inputs from employees, customers, vendors, and the Board.

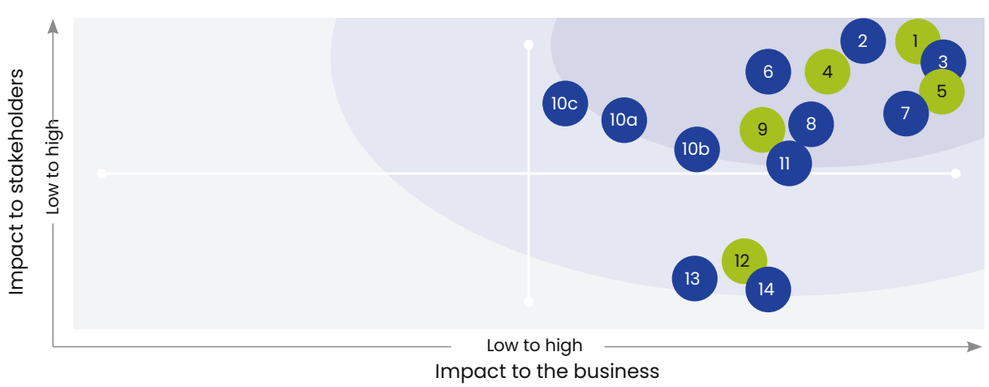
Based on evolving stakeholder expectations, regulatory developments and business priorities, the Company further refined the relevance and prioritisation of key themes. Areas such as carbon emissions reduction, energy efficiency, water stewardship and sustainable sourcing continued to gain strategic importance due to their direct linkage with operational efficiency, responsible growth and long-term resilience.

The assessment additionally reflected the Company's continued progress in governance-related areas including corporate governance and tax transparency, enabling greater strategic focus on emerging operational, environmental and stakeholder priorities that are expected to shape long-term value creation.

### Key material topics

| Topics | Priority |
|---|---|
| Sustainable sourcing of raw materials | 1 |
| GHG and Carbon emissions | 2 |
| Occupational Health and Safety | 3 |
| Environmental Compliance | 4 |
| Effluent and Waste Management | 5 |
| Water Management | 6 |
| Supply Chain Management | 7 |
| Agroforestry | 8 |
| Energy Management | 9 |
| Health and Safety of Product | 10a |
| Business Ethics and Behaviour | 10b |
| Employee Satisfaction | 10c |
| Corporate Governance | 11 |
| Tax Transparency | 12 |
| Innovation for Eco-design | 13 |
| Data Privacy | 14 |

## Materiality Matrix








# Greenlam's value-creation culture

## Overwiew

Growth alone does not create value. How that growth is generated matters just as much. Customers expect trusted products. Employees seek meaningful careers. Communities look for responsible corporate citizens. Investors reward resilience, governance and sustainable performance. Meeting all these expectations simultaneously is what creates enduring value.

At Greenlam, we view value creation as a connected process. Investments in people strengthen execution. Innovation enhances customer preference. Manufacturing excellence improves competitiveness. Responsible operations reinforce trust. Financial discipline creates the capacity to invest again.

Each element strengthens the next.

Over the years, we have evolved from a laminates-focused business into a diversified surface and substrate solutions company. As our portfolio expanded, so did our responsibility to create value for a wider stakeholder ecosystem. This framework explains how we convert resources into growth, growth into trust and trust into long-term stakeholder value.

## Our sustainability framework

### Strategic objectives

- Strengthen Greenlam's position across surface and substrate solutions
- Expand the product portfolio to address evolving customer requirements
- Enhance sustainable manufacturing and responsible business practices
- Build long-term competitiveness through operational and technological excellence
- Create enduring value for stakeholders through responsible growth

### Procurement and sourcing

- Build long-term sourcing partnerships with domestic and global vendors
- Strengthen supply continuity through diversified procurement networks
- Enhance cost competitiveness through procurement efficiencies
- Promote responsible and sustainable sourcing practices across the supply chain

### Manufacturing excellence

- Invest in technology-led and energy-efficient manufacturing infrastructure
- Improve operational productivity and asset utilisation
- Strengthen multi-product manufacturing capabilities across categories
- Enhance product quality consistency through integrated process controls

### Distribution and market reach

- Deepen domestic and international market penetration
- Strengthen distribution reach across retail, institutional and OEM segments
- Improve service responsiveness through integrated warehousing and logistics capabilities
- Enhance accessibility through a diversified channel ecosystem

### Brand and customer capital

- Strengthen brand visibility, trust and premium positioning
- Enhance customer engagement through design-led and innovative solutions
- Expand cross-selling opportunities across product categories
- Build long-term customer relationships through service excellence and market responsiveness

### Financial discipline

- Maintain prudent capital allocation and financial flexibility
- Improve operational efficiencies and working capital management
- Strengthen profitability through scale and product diversification
- Focus on sustainable and value-accretive growth opportunities

### People and organisational capability

- Build a future-ready, agile and performance-driven workforce
- Invest in capability development, leadership continuity and employee engagement
- Strengthen workplace safety, inclusion and employee well being
- Foster a culture anchored in innovation, integrity and continuous improvement

### Community and stakeholder development

- Strengthen long-term stakeholder relationships through responsible engagement
- Support inclusive growth through focused community initiatives
- Enhance social impact across education, healthcare and livelihood development
- Promote sustainable value creation across the broader business ecosystem

## Greenlam's value-creation journey

Financial capital: We deploy a balanced mix of equity, debt and internal accruals to fund expansion, strengthen capabilities and support long-term growth.

Manufactured capital: Our manufacturing facilities, technologies, logistics infrastructure and distribution network provide the foundation for scale, quality and operational excellence.

Human capital: Our employees, leadership teams and workforce drive innovation, execution and customer engagement. We continue investing in capability development, succession planning and employee growth.

Natural capital: We use resources responsibly through sustainable sourcing, efficient energy use and water conservation initiatives.

Intellectual capital: Our brands, product innovation, design capabilities, manufacturing know-how and technology platforms strengthen differentiation and competitiveness.

Social and relationship capital: Long-standing relationships with customers, suppliers, channel partners and communities strengthen resilience and support sustainable growth.

## Greenlam and enhanced shareholder value

**1,170.6**

₹ Cr, market capitalisation, March 02, 2015 (listing day)

**5,212.7**

₹ Cr, market capitalisation, March 31, 2026

## Relative outperformance

**14.5**

% CAGR growth (from listing to 2026)

**8.7**

% CAGR growth in Nifty 50 (equivalent period)

## Our strategy

| Business direction | Strategic interventions | Enterprise value created | Capitals influenced |
|---|---|---|---|
| Accelerating leadership across each category in surface and substrate solutions | • Expansion across laminates, plywood, veneers, flooring, doors & chipboard<br>• Continuous product innovation<br>• Premium brand positioning<br>• Consumer-centric product development | • Stronger category leadership<br>• Higher customer preference<br>• Increased cross-selling opportunities<br>• Diversified growth platform | Intellectual, Manufactured, Financial |
| Building a scalable and efficient manufacturing ecosystem | • Technology-led production systems<br>• Process automation initiatives<br>• Manufacturing integration<br>• Capacity enhancement and operational optimisation | • Improved operating efficiencies<br>• Better cost competitiveness<br>• Higher productivity and scalability<br>• Consistent product quality | Manufactured, Financial, Natural |
| Strengthening market access and distribution reach | • Expansion of dealer and distributor ecosystem<br>• Institutional and OEM engagement<br>• Integrated logistics and warehousing<br>• Faster service responsiveness | • Wider market penetration<br>• Stronger channel relationships<br>• Improved product accessibility<br>• Enhanced customer engagement | Manufactured, Social and Relationship, Intellectual |
| Enhancing customer relevance through innovation and branding | • Design-led product development<br>• Market insight integration<br>• Brand investments and communication<br>• Focus on value-added solutions | • Improved brand recall<br>• Premiumisation opportunities<br>• Faster response to evolving trends<br>• Stronger market differentiation | Intellectual, Financial, Social and Relationship |
| Building a future ready organisation and workplace culture | • Capability enhancement programmes<br>• Leadership development initiatives<br>• Employee engagement and retention focus<br>• Workplace safety and inclusion practices | • Higher workforce stability<br>• Improved employee productivity<br>• Stronger leadership continuity<br>• Greater organisational agility | Human, Intellectual, Social and Relationship |
| Embedding sustainability within operations and decision making | • Renewable energy adoption<br>• Water recycling and conservation<br>• Sustainable sourcing practices<br>• Resource efficiency initiatives | • Lower environmental impact<br>• Improved resource productivity<br>• Sustainable operational resilience<br>• Stronger ESG positioning | Natural, Manufactured, Social and Relationship |
| Creating responsible and inclusive stakeholder value | • Community development initiatives<br>• Long-term supplier partnerships<br>• Governance-led business practices<br>• Transparent stakeholder engagement | • Higher stakeholder trust<br>• Improved corporate reputation<br>• Sustainable business continuity<br>• Inclusive long-term value creation | Financial, Social and Relationship, Intellectual |



# Greenlam's ESG Commitment

## Overview

Environmental Social Governance (ESG) is fundamental to long-term resilience, regulatory readiness and sustainable value creation. It has become a core driver of competitiveness and risk management, enabling companies to identify and address environmental, social and governance risks such as climate disruptions, resource constraints, safety issues and compliance challenges. At Greenlam, sustainability is not a parallel initiative but an integral part of building a resilient, future-ready and globally competitive business. As one of the world's leading surfacing solutions manufacturers and India's leading player in the wood panel industry, the Company recognises that long-term growth must align with responsible environmental stewardship, ethical conduct and inclusive value creation.

Greenlam's differentiated ESG approach
The laminate and panel industry is resource intensive, with a significant consumption of energy, water and raw materials. At the same time, global stakeholders increasingly evaluate businesses on environmental performance, responsible sourcing, workforce practices and governance standards.

## Greenlam's differentiated ESG approach

| | | |
|---|---|---|
| **ESG journey initiated in 2021 as an industry first initiative, ahead of industry maturity** | **One of the most structured ESG programmes in India's wood panel sector** | **Investments in advanced environmental technologies beyond compliance requirements** |
| **Long-term plantation and agroforestry initiatives for raw material sustainability** | **Integration of ESG into customer value propositions and brand positioning** | **Shift from compliance-led reporting to organisation-wide ownership** |

## ESG driven by industry realities

### Operations

Manufacturing relies extensively on thermal energy systems across resin manufacturing, impregnation, laminate and chipboard production.

### Workforce

The Company operates a large workforce comprising both permanent and contract employees across multiple facilities.

### Water

Most facilities - except one - were located in water-stressed regions as identified by the Central Groundwater Board at the start of the ESG journey.

### Markets

Sustainability has become a key requirement across Europe, the UK, the Middle East and Southeast Asia.

### Customers

Buyers increasingly assess their suppliers on environmental and social performance alongside product quality and delivery.

### Procurement

Sustainability requirements are now embedded in supplier qualification and procurement frameworks in several markets.

### Value chain

As a global OEM supplier, Greenlam recognises the need to extend ESG practices across its entire value chain.

### Leadership

Among India's leading wood panel manufacturers, the Company acknowledges its responsibility to lead industry-wide sustainability transformation.

## Cultural transformation and ESG adoption

A key dimension of Greenlam's ESG journey has been organisational transformation.

The Company transitioned from a system focused on financial and compliance reporting to one capable of capturing and managing non-financial data such as energy, water, waste and safety metrics. This required a significant behavioural shift across factories and corporate teams.

Early challenges included building consistency in data recording, embedding safety practices into daily operations and demonstrating the business value of ESG initiatives. Over time, these challenges have evolved into broad-based organisational ownership.

**Key enablers**

- ESG training programmes and capability-building initiatives
- Internal communication on ESG purpose and business relevance
- Senior manager workshops integrated into workstreams
- Shop floor-level engagement and awareness programmes
- Employee-driven suggestions and continuous improvement ideas

ESG is now increasingly embedded across all levels of the organisation.

## Organisational ownership and governance

ESG at Greenlam is integrated into core business responsibility rather than treated as a standalone function.

Ownership spans manufacturing units, regional teams and corporate functions, supported by domain-specific workstreams and senior management oversight.

Governance is enabled through the following:

- Monthly KPI-led reviews by the core ESG team and Green Strategy Group
- Quarterly reporting to the Sustainability Board
- Oversight by the Risk Management Committee comprising independent directors

## ESG principles

### Environmental Stewardship

- Enhance resource efficiency across manufacturing and operations
- Accelerate renewable energy adoption and promote water circularity initiatives
- Reduce process emissions and strengthen waste management practices
- Align operations with evolving environmental regulations and global best practices

### Social Responsibility

- Ensure a safe, healthy, and inclusive workplace across all facilities
- Invest in employee capability building, engagement, and well-being
- Strengthen community development initiatives in areas of operation
- Promote responsible sourcing and uphold human rights across the value chain

### Governance Excellence

- Uphold high standards of ethics, transparency, and accountability
- Strengthen risk management and compliance frameworks
- Ensure data privacy, cybersecurity, and responsible business conduct
- Embed sustainability into decision-making through robust oversight and disclosures

## Formalising ESG commitments

FY 2025-26 marked the formalisation of Greenlam's ESG framework into measurable targets across environmental, social and governance priorities.

### Environmental commitments

- Net Zero CO⊠ (Scope 1 & 2 at manufacturing level) by 2030
- Net water positive operations by 2027
- 20% reduction in water intensity by 2030
- 12% reduction in energy intensity by 2030
- 20% reduction in waste generation by 2030
- Zero waste to landfill by 2030
  25% reduction in packaging material usage by 2030
- 20% reduction in transport emissions by 2030
- 50% Recycled paper by 2027
- 75% wood procured from local sources
- 50% verifiable wood by 2035
- 50% chipboard & plywood business wood needs met via Greenlam supported plantation by 2030

### Social Commitments

- Strengthened occupational health and safety performance
- 50% improvement in Total reportable incident rate percentage by 2027
- Employee medical insurance and financial protection
- Learning and development access across workforce
- Inclusive, safety-first workplace culture
- Measurable and lasting impact on communities and harvesters

### Governance commitments

- >90% suppliers conforming to Business Partner Code of Conduct by 2027
- Sustainability assessment of critical suppliers by 2027
- 100% of on-roll staff trained in ethics and compliance training
- COSO-aligned risk management compliance
- 100% adherence to Business Responsibility Policy
- Strengthened ESG oversight mechanisms
- Transparent business practices across the value chain
- Enhanced ESG data monitoring systems





# Greenlam's environmental commitment

The Company's products make a responsible use of resources and energy, controlling emissions and effluents. The Company is committed to the use of the most efficient production processes, minimising waste and moderating its environment footprint.

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## Overview

At Greenlam, environmental stewardship is embedded in its manufacturing philosophy and long-term growth blueprint. As a resource-intensive wood based manufacturer, the Company recognises its responsibility to balance economic sustainability with ecological restoration, responsible sourcing and efficient resource utilisation.

Greenlam's expanding global presence and engagement with environmentally conscious customers, architects, institutional buyers and international markets have strengthened the need for responsible manufacturing practices, certified sourcing standards and reduced environmental impact across the value chain.

At Greenlam, environmental responsibility has evolved from a compliance requirement into a strategic differentiator that strengthens stakeholder trust, brand credibility and long-term competitiveness.

### Greenlam's environmental blueprint

| | | | |
|---|---|---|---|
| Reducing environmental footprint across operations | Advancing water stewardship with circular use, conservation, and water positivity goals | Restoring and augmenting natural resources | Driving waste reduction and circularity across manufacturing and material flows |
| Building long-term self-sufficiency in wood - a key raw material | Restoring and strengthening natural capital through agroforestry initiatives | Decarbonising operations through energy efficiency and renewable energy adoption | Building raw material security in wood-based businesses (plywood and chipboard) through sustainable sourcing models |

## Ecological restoration through plantations

Through its agroforestry initiatives, Greenlam contributes to broader environmental restoration and ecosystem benefits, including:

- Soil enrichment through nutrient cycling and organic matter improvement
- Carbon sequestration through large-scale tree plantations
- Improved water retention and reduced soil erosion
- Microclimate regulation supporting long-term land productivity



## Initiatives, FY 2025-26

Greenlam continues to strengthen operational sustainability across its manufacturing footprint through focused interventions in energy, water and waste management.

### #1 Energy efficiency and climate action

- Reduced laminate energy intensity by 12% and plywood energy intensity by 60% through energy efficiency initiatives, delivering annual energy savings of 355 TJ, equivalent to powering nearly 1.25 mn 9 W LED bulbs continuously for a year.
- Significantly scaled its renewable electricity sourcing from 1 MW to 11 MW through long term clean energy arrangements, reflecting strong commitment to clean energy adoption.
- Operated three of our five manufacturing units on biofuels, reducing fossil fuel consumption.

### #2 Plantation

- Planted approximately 6.8 mn saplings across 5,800 acres through plantation initiatives under the Vriksha Vridhhi Program.
- Reached around 1,000 farmers by motivating and enabling them to adopt scientific agroforestry on marginal, fallow, and wastelands to generate sustainable additional income. This covered an area equivalent to almost 3,250 football fields.
- Enabled the planted saplings to sequester almost 150,000 tons of $CO_2$, equivalent to the annual emission from approximately 33,000 fossil fuel powered cars.

### #3 Sustainable sourcing

- Sourced over 90% of the wood used in chipboard and plywood manufacturing domestically.
- Sourced approximately 60% of raw materials domestically.
- Shifted the sourcing of critical raw materials such as baseply used in decorative veneer, engineered door core, and peel coat used in laminates and melamine-faced chipboard from imports to domestic suppliers.
- Nearly 60% of the paper input in our laminate manufacturing is from sustainable source.

### #4 Water stewardship and circular use

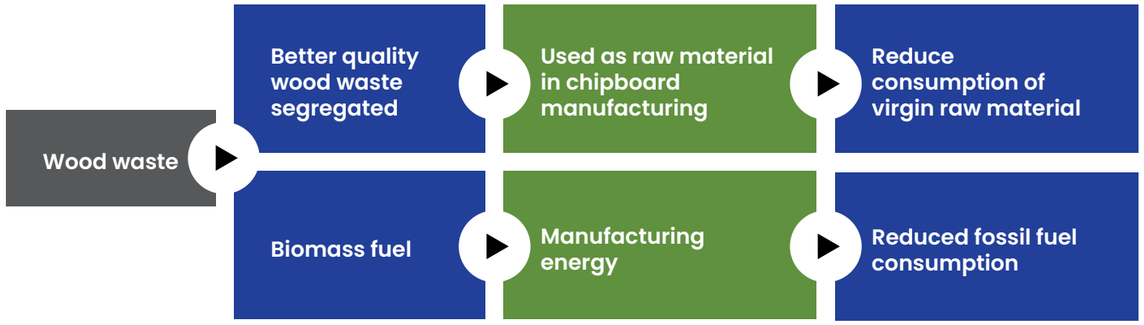
- Achieved annual water savings of 39 mn litres across Behror manufacturing facility through process optimisation, enhanced water reuse, increased utilisation of treated water, and system upgrades.
- Saved over 64 mn litres of water over a period of five years by improving water intensity in our manufacturing facilities.
- Matched the daily water needs of almost 1,20,000 families for a day through these cumulative water savings.

### #5 Waste reduction and circularity

- Demonstrated the waste circularity philosophy at our Tindivanam and Naidupeta plants through the complete utilisation of wood raw materials.
- Utilised bark and veneer waste from wood peeling as boiler fuel and sent roller cores to Naidupeta for chipboard manufacturing.
- Transferred excess bark and veneer waste generated to Naidupeta for use as boiler fuel.
- Recovered sawdust and sanding dust and used them as boiler fuel.

## Tindivanam and Naidupeta wood waste circularity

At our Tindivanam and Naidupeta plant, waste circularity philosophy comes to life through complete utilisation of wood raw material. Bark and veneer waste from wood peeling are used as boiler fuel, and roller cores are sent to Naidupeta for chipboard manufacturing. Excess bark and veneer waste generated is transferred to Naidupeta for use as boiler fuel. Sawdust and sanding dust are also recovered and used as boiler fuel.




## Case study

### Water stewardship in action: Greenlam's Behror factory

#### Reality

- The Behror plant is located in a water-stressed region, making water availability a critical operational challenge . Laminates manufacturing is inherently water-intensive, making efficient water management critical to sustainable operations.
- The Behror facility operated with conventional water and thermal systems that were functional but less efficient in terms of water consumption and operating costs.
- As Greenlam strengthened its ESG agenda, improving water efficiency emerged as a key operational priority.

#### Challenges

- High water consumption and energy-intensive hot water requirements increased operating costs.
- Upgrading legacy infrastructure required significant capital investment
- and careful execution.
- The challenge was to improve resource efficiency without disrupting ongoing manufacturing operations.

#### Initiatives

- Invested ₹1.45 Cr to modernise the water management infrastructure.
- Installed a new pressurised hot water circulation system along with supporting equipment.
- Completed comprehensive line modifications to improve system efficiency.
- Successfully commissioned the upgraded system on October 25, 2025 within the planned implementation schedule.

#### Outcomes

- ₹78 lakh annual cost savings, with a payback period of less than two years.
- Annual water savings of 31.5 mn litres (based on 350 operating days).
- Achieved water-positive status at the Behror facility (as per internal assessment), marking a significant milestone in water stewardship.

## Outlook

Greenlam's environmental strategy is evolving beyond operational efficiency toward long-term climate resilience, resource security and ecosystem restoration. By integrating agroforestry, circular manufacturing practices and resource efficiency programmes, the Company is building a future ready environmental framework that supports both industrial growth and ecological balance.



# Greenlam's agroforestry-led self sustainability vision

## Overview

For a wood-based manufacturer, sustainability begins long before a log reaches the factory. It starts with planting, nurturing and replenishing the resource itself. Greenlam is building a long term wood security programme that combines scientific agroforestry, farmer partnerships and responsible plantation development to create lasting value for both communities and the business.

## Wood resource augmentation model

Greenlam's wood resource augmentation model is designed to strengthen long-term wood security through scientific plantation management, farmer partnerships and continuous research. The focus is on improving plantation productivity, ensuring a dependable supply of quality wood and creating shared value across the sourcing ecosystem.

**How the model works**

- Hub-and-spoke field network: Tehsil-level field teams supported by district managers provide continuous farmer engagement and technical assistance.
- End-to-end farmer support: Agronomic guidance across the plantation lifecycle- from site preparation and planting to harvesting.
- Digital plantation management: Technology- enabled monitoring tracks plantation progress, farmer participation and field performance.

**Quality planting material**

To improve plantation productivity and survival rates, Greenlam is strengthening its planting material ecosystem through:

- Hi-tech clonal nurseries for quality planting material (QPM).
- Large-scale distribution of scientifically developed, high-yield clones.
- Continuous efforts to improve plantation survival, growth and productivity.

**Clonal research and development**

Long-term plantation performance is supported by focused research initiatives:

- In-house and collaborative R&D programmes for improved clonal development.
- Partnerships with leading forestry research institutions.
- Development of improved clones suited to evolving agro-climatic conditions.

**Ecological restoration through plantations**

Beyond strengthening wood availability, Greenlam's agroforestry initiatives generate meaningful environmental benefits by:

- Improving soil quality through enhanced nutrient cycling and organic matter. Sequestering carbon through large-scale plantation development.
- Expanding green cover and supporting landscape restoration.
- Improving water retention while reducing soil erosion.
- Creating favourable microclimatic conditions that support long-term land productivity.

## Inputs

- Strong outreach, grassroot presence & localised approach
- Stakeholder consultation to evolve programs & win-win Models
- Technical Training, Skilling, Extension, Facilitate Inputs (QPM etc)
- Develop & enable brand ambassadors as forward campaigners
- Develop early adopters and fast trackers into Entrepreneurs

## Process

- Rural Awareness & Motivation Campaigns
- Beneficiary Registration & Tech-Training Program
- Distribution of QPM Plantation Post Planting Advise
- Campaigns through Ambassadors & Demo Effects
- Clonal R&D for Tree Improvement & Higher Productivity
- Better QPM & Technology Transfer to Rural Entrepreneur

## Outputs

Quantitative Augmentation of Wood Resource & an assured market next door

Development of a pipeline of skilled / trained Tree Growers & Entrepreneurs

The first step to Sustainable Agroforestry Qualitative Improvement of Tree Progeny and assured demand from growers

## Vriksha Vriddhi: Greenlam's agroforestry programme in action

Vriksha Vriddhi is Greenlam's flagship wood resource augmentation programme - a structured, ground-level initiative that translates the above model into measurable outcomes.

Launched in FY 2023-24, the programme is designed to progressively reduce Greenlam's dependence on external wood procurement by building a self sustaining plantation ecosystem around its manufacturing clusters in Naidupeta, Andhra Pradesh and Tindivanam, Tamil Nadu.

## Relative outperformance

**10,000+**
Acres targeted over 3 years under Phase-1 plantation coverage

**33%**
Wood sourcing self-sustainability target by FY 27

**9**
Years, long-term agroforestry roadmap

**2**
Manufacturing clusters driving regional plantation ecosystems

## The 5C engagement model

### Vriksha Vriddhi's farmer engagement is anchored in five operational principles:

**Connection**
Building long-term trust with tree growers and rural communities

**Collaboration**
Sharing scientific forestry knowledge and high-yield practices

**Communication**
Continuous engagement through training, field meetings, and lifecycle support

**Commitment**
24x7 technical assistance and assured market linkage for farmers

**Contribution**
Hub-and-spoke field execution enabling doorstep support and monitoring

## Programme roadmap

Greenlam has defined a structured 9-year roadmap toward wood sourcing self-sufficiency:

**Phase 1 (FY 2024-27):** Scale plantation coverage to 10,000 + acres targeted over 3 years, target ~ 33% self-sustainability.

**Phase 2 & 3:** Under development - will progressively increase plantation footprint and supply security The programme has already surpassed planned targets in its initial years, driven by expanded farmer participation and higher than-projected plantation coverage.



## Voices from the field

"Vriksha Vriddhi gave us the confidence to adopt tree farming with the right technical guidance and assured market support."
**Roshi Reddy**
Atmakur, Andhra Pradesh

"The regular field visits and expert advice helped us improve plantation quality and understand scientific agroforestry practices."
**B Kesavardan Rao**
Sydapuram, Andhra Pradesh

"Tree cultivation has created a dependable long-term income opportunity for our family."
**M Vijay Kumar Reddy**
Gudur, Andhra Pradesh

"Greenlam's support throughout the plantation cycle made agroforestry practical and easy to adopt."
**M Bala Raju**
Naidupet (Ozili), Andhra Pradesh

"The assured market linkage gave us confidence to dedicate land to plantation."
**Alagesan Srinivasan**
Tindivanam, Tamil Nadu

"This initiative helped us look at farming as both an economic and environmental opportunity."
**Merina Roseline**
Andimadam, Tamil Nadu



# Greenlam's social and governance commitment

Social and Relationship Capital refers to the value an organisation derives from its relationships with stakeholders. It encompasses trust, reputation, collaboration, networks, and partnerships that enable sustainable operations and long-term success.

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## Health and safety

Safety at Greenlam extends beyond compliance. It reflects the Company's commitment to ensuring every employee works in a secure environment and returns home safely every day. Health and safety are deeply embedded across manufacturing operations through structured systems, continuous monitoring, regular training and preventive risk management practices. Greenlam's HSE framework is aligned with ISO 45001 standards and undergoes regular review through external certification bodies such as DNV and BSI. The Company's approach combines preventive risk identification, adoption of safer technologies, regular audits and continuous improvement initiatives to strengthen workplace safety standards across operations. Greenlam views safety as a continuous journey supported through behavioural awareness, technical safeguards and process improvements that strengthen workforce confidence and operational reliability.

## Milestones

| | | | |
|---|---|---|---|
| **Strengthened the safety culture across all plants through trainings, mock drills, behavioural programmes, leadership initiatives, and audits** | **Recorded a 139% increase in reported unsafe acts and conditions, reflecting greater employee participation, heightened safety awareness, and a stronger culture of proactive risk identification across plants.** | **Maintained a TRIR of 1.0 across all manufacturing units, reflecting a continued focus on proactive risk management and incident prevention.** | **Conducted over 1,000 safety training sessions during the year, covering 92% of the permanent and contract workforce.** |

## Operational health and safety framework

**Greenlam's operational health and safety framework is built around four integrated pillars**

| Technical safety | Behavioural safety | Process safety |
|---|---|---|
| Reducing machinery and equipment-related operational risks | Building a safety-first culture across the workforce | Strengthening operational systems, procedures and controls |

**Safety Leadership**

Building a strong safety culture through visible leadership commitment. Our leaders lead by example, and drive continuous safety improvements across the workplace

## Supply chain

Responsible sourcing starts long before materials enter our factories. We are progressively integrating ESG principles across our supplier ecosystem through a phased approach:

- Align suppliers with our Business Partner Code of Conduct
- Build sustainability awareness and disclosures
- Introduce readiness for assessments and audits
- This structured progression strengthens accountability while preserving supply-chain scalability and continuity.

## Governance and institutional integrity

Governance represents the foundation on which sustainable growth is built. We strengthen accountability through transparent leadership, disciplined decision-making and robust oversight mechanisms. These practices help us balance growth ambitions with financial prudence while remaining aligned with stakeholder interests. Strong governance does not slow growth. It makes growth sustainable.

## Stakeholder value creation

**Value creation is not an outcome. It is a responsibility.**

Every decision we make influences someone in our ecosystem - customers buying our products, employees building our future, suppliers supporting continuity, investors providing capital and communities hosting our operations. Customers choose Greenlam for consistent quality, innovation and dependable service. Employees build careers in a workplace that values learning, performance and safety. Investors benefit from disciplined capital allocation and a long-term approach to growth. Suppliers grow through stable partnerships built on transparency and trust. Communities benefit through employment generation, social investments and regional economic development.

By creating value across these interconnected groups, we strengthen the foundation for sustainable growth.

## Brand trust and reputation

**Trust is earned slowly and tested every day.**

For decades, Greenlam has built credibility through product quality, execution consistency and responsible business conduct. As sustainability, compliance and supply-chain transparency become increasingly important, trust has emerged as a powerful competitive advantage.

Customers rely on us to deliver quality and service consistency. Employees value a culture built on accountability and growth. Investors recognise our disciplined approach to institution building. Communities see our commitment to responsible operations and local development.

The result is a reputation that continues to strengthen across domestic and international markets

## Process-driven governance systems

**Strong governance begins long before a board meeting.**

We have built robust internal controls, compliance systems and review mechanisms that strengthen accountability across the organisation. Regular audits, continuous monitoring and structured oversight help ensure the credibility of both financial and non-financial disclosures.

These systems improve decision making, strengthen operational discipline and reinforce stakeholder confidence.

## Board oversight and leadership structure

**Governance is strongest when experience meets independence.**

Our Board brings together diverse expertise across industry, finance and strategy, providing guidance on long-term priorities while maintaining independent oversight. The presence of five Non-Promoter Directors introduces external perspectives that strengthen objectivity, accountability and balanced decision-making.

This governance structure supports responsible growth while protecting stakeholder interests.

## Integrity and ethical conduct

Integrity is not a policy. It is a daily practice. We promote equal opportunity, fair talent management and inclusive workplaces built on dignity and respect. A zero-tolerance approach towards harassment and unethical conduct is reinforced through clearly defined policies, awareness programmes and governance oversight.

The same principles guide our environmental and social commitments.

We believe ethical conduct and responsible business practices are essential to building long-term institutional credibility.

## Balanced decision-making approach

Growth creates opportunities. Discipline ensures they endure.

We combine financial prudence with growth ambition. Our approach balances capital allocation, risk management and operational discipline with the agility needed to respond to changing markets and customer expectations.

This balance enables us to pursue expansion without compromising governance standards, financial resilience or long-term value creation.

## Management speak

"Safety is a non-negotiable initiative - every single employee in the plant is a safety manager."

"We run regular health and safety training sessions, mark trails, and deploy strong visual signage across plants. Every incident, no matter how small, is treated as a learning opportunity."

"We basically follow a risk mapping process during any new supplier onboarding."

"ESG is no longer viewed as an auxiliary agenda. It is now a core metric."

"We ensure that every ESG-related action is legally sound, ethically structured, and compliant with both national and international standards."

"In the European market, ESG is not a differentiator anymore - it is an entry requirement. Regulations like the EUDR and supply chain due diligence laws mean our customers need to account for the sustainability credentials of every partner they work with. Greenlam's commitment gives us a genuine competitive advantage that opens doors others cannot."

## Outlook

Trust compounds. And Greenlam has been building it - with customers, employees, suppliers and communities - for over three decades.

The next phase deepens that foundation. Supplier ESG alignment is expanding. Safety performance is strengthening. Community engagement around our manufacturing clusters is growing. Governance systems are getting sharper. The objective is not to be a company that talks about responsible growth. It is to be the Company that demonstrates it - in its manufacturing practices, its supply chain conduct, its community investments and its governance standards - year after year, market after market. That is not a compliance goal. It is a competitive one.

### Bettering in action

We believe better businesses create stronger relationships. By strengthening trust across every stakeholder group, we are not only growing our business - we are building a more resilient and enduring Greenlam.

# Greenlam's risk management framework

## Overview

Growth creates opportunities. It also creates exposure. As a resource-intensive business operating across global markets, we face a wide range of risks from supply-chain disruptions and regulatory changes to cyber threats, geopolitical uncertainty and resource inflation. Managing these risks is not about avoiding growth. It is about protecting our ability to grow sustainably.

We therefore integrate risk management into governance, strategy and operational decision-making, enabling faster responses and stronger resilience in an increasingly complex environment.

## Framework

We established a structured risk-management framework to identify, assess, prioritise and mitigate risks that could affect operations, strategic objectives or long-term sustainability.

Our framework covers multiple dimensions, including:

- Supply-chain volatility
- Regulatory and compliance developments
- Environmental risks
- Technology and cyber threats
- Operational disruptions
- Reputational risks

## Policy and roles

We formalised our Risk Management Policy to make accountability explicit. The Board of Directors sets the overall risk direction. The Audit Committee reviews financial and control related risks. The Risk Management Committee oversees enterprise-wide risk identification, mitigation and monitoring.

These bodies meet regularly, share insights and ensure that risk decisions stay aligned with our strategy, capital allocation and growth priorities.

## Process

We identify, assess and prioritise risks through a structured process across business units and functions. We also engage independent external agencies when needed to provide objective evaluations and a broader perspective on emerging risk exposures. Once identified, we address risks through targeted mitigation plans and continuously monitor, review and refine those measures to maintain their effectiveness.

## Catalyst

At Greenlam, risk management is more than a compliance requirement. It is a catalyst for responsible and resilient growth. By strengthening decision-making, protecting stakeholder interests and improving organisational preparedness, our risk framework helps us navigate uncertainty while supporting transparency, resilience and long term value creation.

## Greenlam's risk mitigation measures

| Risk | Description | Mitigation measures | Key capitals involved |
|---|---|---|---|
| Regulatory risk | Regulatory risk refers to the potential adverse impact arising from changes in laws, rules, or regulations, or from non-compliance with applicable legal and regulatory requirements. | The Company actively monitors regulatory developments across relevant jurisdictions and ensures strict compliance with all applicable laws and regulations. In addition, Greenlam maintains ongoing engagement with regulatory authorities to foster transparent, constructive, and collaborative relationships. | Intellectual, Financial, Social & Relationship |
| Operational risk | Operational risk refers to the potential financial loss or reputational impact arising from failures in internal processes, system disruptions, or human error. | The Company implemented robust SOPs, internal controls and conducted periodic risk assessments. | Intellectual, Human, Manufactured, Social & Relationship, Financial |
| Technology risk | Technology risk refers to the potential adverse impact arising from failures in technology infrastructure, data breaches, or cyber threats, which may result in financial loss and reputational damage. | The Company has invested in advanced technologies and capabilities to strengthen cybersecurity and upgrade IT infrastructure, prevent fraud, and mitigate cyber-related threats. | Intellectual, Financial, Social & Relationship, Manufactured |
| Credit risk | Risks related to receivables arise from a broad network of domestic and international dealers, distributors, and institutional clients, and relate to the possibility of delayed payments or defaults, particularly in volatile markets, during economic downturns, or where counterparties face liquidity constraints. | The Company adopts a multi-layered approach to credit risk management. Customers undergo credit assessments prior to the extension of credit, with exposures managed through defined credit limits and structured payment terms. Automated monitoring systems track receivables and flag delays for timely corrective action. The Company also diversifies its dealer and customer base to reduce concentration risk and leverages trade credit insurance in key export markets. In addition, a prudent provisioning policy based on ageing analysis ensures adequate protection against potential credit losses. | Financial, Social & Relationship |
| ESG risk | ESG risk encompasses potential adverse impacts arising from Environmental, Social, and Governance factors, including people-related risks, which may affect a company's reputation, operational continuity, and financial performance. | The Company engages regularly with its stakeholders to identify and address material ESG concerns. It seeks to mitigate environmental risks through the adoption of eco-efficient technologies, promotes social well-being through fair labour practices and community development initiatives, and upholds strong ethical standards and governance practices across all operations. | Intellectual, Human, Natural, Manufactured, Social & Relationship |
| Liquidity risk | Risk related to capital management refers to potential challenges in maintaining adequate liquidity and efficient allocation of financial resources. | Continuous monitoring of assets and capital structure supports the assessment and management of liquidity requirements, ensuring financial stability and operational continuity. | Financial, Social & Relationship |
| Geopolitical risk | Geopolitical risk referred to uncertainties arising from international conflicts, trade restrictions, policy changes and cross-border disruptions that could have impacted supply chains, market access and input availability. | The Company mitigated geopolitical risk through supply chain diversification across multiple geographies, strategic sourcing partnerships, continuous monitoring of global developments and contingency planning to minimise disruption to operations and customer commitments. | Financial, Manufactured, Intellectual, Social & Relationship |
| Resource inflation risk | Resource inflation risk referred to the potential impact of rising costs of key raw materials, energy, logistics and other operational inputs, which could have affected profitability and competitiveness. | The Company responded through long-term supplier partnerships, strategic procurement planning, operational efficiency initiatives, cost optimisation programmes and periodic pricing reviews to maintain margins while ensuring continuity of supply | Financial, Natural, Manufactured, Intellectual, Social & Relationship |

# Greenlam's supply chain effectiveness

Supply chains stopped behaving normally.

Geopolitical conflicts disrupted trade routes. Sanctions reshaped sourcing decisions. Energy prices fluctuated sharply. Domestic raw material shortages emerged without warning.

In this environment, resilience became as important as efficiency.

Through FY 2025-26, we maintained manufacturing continuity despite geopolitical volatility, sanctions-related developments and raw-material disruptions through disciplined planning, sourcing flexibility and strong supplier partnerships.

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## Greenlam's supply-chain complexity

| | | |
|---|---|---|
| **Manufacturing footprint**<br>Multi-location manufacturing operations across India. | **Procurement ecosystem**<br>Complex sourcing and logistics ecosystem spanning petrochemical derivatives, chemicals, décor papers, wood, and industrial inputs across domestic and international markets. | **Raw material dependence**<br>Significant dependence on imported chemicals and petrochemical derivatives. |
| **Global presence**<br>Products marketed across nearly 120+ countries | **Operational exposure**<br>Exposure to geopolitical volatility, sanctions-related risks, freight disruptions, and raw material availability challenges. | **Execution requirement**<br>Need for uninterrupted procurement, logistics responsiveness, and manufacturing continuity across facilities. |

## SCM facilitators vs SCM outcomes

| SCM facilitators | SCM outcomes |
|---|---|
| Diversified procurement ecosystem | Lower dependence on any single geography or supplier base |
| Forward-booking procurement discipline | Stable material availability and improved production planning |
| Strong supplier relationships and timely payment culture | Higher supplier confidence and priority allocation |
| Geopolitical and sanctions-risk monitoring | Faster response to supply disruptions and sourcing risks |
| Alternate domestic and global sourcing flexibility | Improved procurement agility during market volatility |
| Integrated planning and inventory systems | Better logistics coordination and operational efficiency |
| Localised procurement ecosystems | Stable wood sourcing and inventory continuity for chipboard operations |
| ESG-led sourcing and renewable energy integration | Improved sustainability and long-term operational resilience |

## Our validated competencies and operating discipline

**Resilience**

We build for continuity, not convenience.

**Diversification**

We balance domestic and imported sourcing to reduce dependence on any single geography or supplier ecosystem.

**Visibility**

A structured four-month procurement cycle provides time to respond before disruptions become crises

**Trust**

Long-standing supplier relationships and timely payments strengthen sourcing reliability during periods of market stress.

**Flexibility**

Alternate sourcing arrangements allow rapid response to supply and logistics disruptions.

**Integration**

Procurement planning remains closely linked with production schedules, inventory management and supplier coordination.

**Localisation**

Regional wood procurement ecosystems strengthen supply security for our chipboard operations.

**Sustainability**

Renewable energy adoption and sustainable packaging initiatives continue to improve long-term resilience

## SCM challenges and counter-initiatives

| | |
|---|---|
| **Challenge #1: Geopolitical. Shipping routes under pressure.**<br>The Russia-Ukraine cownflict and continued uncertainty around the Strait of Hormuz disrupted global petrochemical supply chains, freight movement and raw-material availability. | **Our move**<br>We strengthened our dual-sourcing model and maintained four months of procurement visibility across critical inputs. Production continued without major disruption despite external volatility |
| **Challenge #2: A critical supplier stops delivering.**<br>A domestic phenol producer declared force majeure following refinery-level propylene shortages. At the same time, tighter sanctions created risks across methanol sourcing channels. | **Our move**<br>We activated alternate phenol suppliers and established a strategic domestic sourcing partnership. |
| **Challenge #3: New plants. New complexity.**<br>The commissioning of facilities in Naidupeta and Tindivanam increased sourcing, inventory and logistics complexity | **Our move**<br>We built regional procurement ecosystems around both facilities, creating stable wood supply chains and strengthening operational readiness from day one. |

## SCM highlights, FY 2025-26

**Continuity**

We delivered uninterrupted production continuity with zero major production disruption incidents despite geopolitical tensions, domestic raw material shortages, and sanctions-related sourcing risks.

**Resilience**

We re-strategised methanol sourcing from Iranian suppliers and established a strategic procurement relationship with an Indian supplier, strengthening supply reliability and compliance preparedness.

**Flexibility**

We activated alternate phenol sourcing arrangements through Thailand and Europe following domestic supply disruptions arising out of a force majeure event.

**Expansion**

We strengthened procurement and logistics ecosystems for newly commissioned facilities in Naidupeta and Tindivanam, including localised wood sourcing capabilities for the chipboard business.

**Localisation**

We established regional procurement systems for agroforestry wood while maintaining competitive sourcing economics and inventory stability.

**Sustainability**

We expanded renewable energy adoption across all plants through rooftop solar/open-access infrastructure.

**Packaging**

We accelerated the transition towards sustainable packaging solutions through increased adoption of honeycomb paper-based alternatives.

## Outlook

The network is built. Now we strengthen it.

Our focus is clear: deepen supplier diversification, increase sourcing agility and improve visibility across procurement and logistics systems.

We will continue strengthening regional procurement ecosystems, renewable energy augmentation and sustainable sourcing practices across operations.

As global supply chains become more volatile, resilience will increasingly differentiate market leaders from market participants.
We intend to stay ahead of disruption rather than react to it.

**This is what Bettering looks like in practice**
Creating supply chains that grow stronger when uncertainty increases.





# Greenlam's culture of manufacturing excellence

Manufactured Capital represents the physical infrastructure and operational assets that enable a company's value creation. It encompasses advanced manufacturing facilities, modern machinery, warehousing networks, R&D centres, and technology-driven systems that support efficient production and operations. Together, these assets form the foundation of manufacturing excellence, driving scale, quality, innovation, and operational efficiency while reinforcing commitments to sustainability and safety standards.

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## Greenlam and enhanced shareholder value

**5**

Manufacturing facilities

**6**

Products manufactured

## Overview

Manufacturing is where strategy becomes tangible.

Every product promise - design, quality, delivery, innovation and sustainability - ultimately depends on the strength of the manufacturing platform behind it.

Over the years, we have invested consistently in building manufacturing capabilities that extend beyond capacity creation. Our objective has been to create a network of world-class facilities capable of delivering superior quality, operational flexibility, product innovation and supply reliability across domestic and international markets.

As customer expectations evolved from functionality to design differentiation, faster turnaround, sustainability and customised solutions, manufacturing emerged as a key source of competitive advantage. The ability to produce consistently, scale efficiently and introduce new products rapidly increasingly differentiated industry leaders from followers.

Today, we operate one of the industry's most diversified manufacturing ecosystems, spanning laminates, compact laminates, decorative veneers, engineered flooring, engineered doors, plywood and chipboards. Supported by five strategically located manufacturing facilities across India. This platform enables us to serve multiple customer segments, strengthen export competitiveness and create a scalable foundation for long-term growth.

Our manufacturing network combines advanced technologies, process discipline, sustainability focused infrastructure and continuous improvement practices to enhance productivity, optimise resource utilisation and maintain globally benchmarked quality standards.

For us, manufacturing excellence is not merely about producing more. It is about creating a platform that strengthens market responsiveness, supports innovation, drives efficiency and reinforces long-term leadership in the global surfacing solutions industry

## What Greenlam built

- Among India's largest manufacturing capacities, enabling agile response to domestic and export market demand
- World's third-largest producer of high-pressure laminates, supported by scale and process efficiency
- Five strategically located manufacturing facilities across India, strengthening supply reliability and market reach
- Expanded manufacturing presence across laminates, compact laminates, decorative veneers, plywood, chipboard, engineered wooden floorings and doors.
- Advanced investments in globally benchmarked machinery and automation systems ensuring consistent quality and productivity
- Capability to deliver customised and design-led products aligned to evolving customer preferences
- Early mover in specialty laminate solutions including anti-viral, anti-bacterial and anti-fungal laminates for healthcare and hygiene-sensitive applications
- Globally recognised certifications including SEDEX, ISO 9001, ISO 14001, ISO 45001 and ISO 50001 reinforcing operational discipline and compliance
- Strong focus on sustainability through energy-efficient operations and resource optimisation

## Success enablers

**Vision**

We invested ahead of demand, creating future-ready manufacturing capabilities.

**People**

Our skilled engineering, technical and operations teams enabled rapid commissioning, stabilisation and productivity improvement.

**Technology**

We continuously deployed globally benchmarked machinery, automation systems and process controls.

**Execution**

We collaborated closely with equipment suppliers, contractors and technology partners to deliver projects efficiently and effectively.

**Integration**

We coordinated seamlessly across procurement, production, logistics and commercial teams to enhance responsiveness and reliability.

**Quality**

We maintained robust quality assurance frameworks to ensure consistency across products, plants and geographies.

### Challenge

Global logistics disruptions amid geopolitical conditions impacted export shipments, while volatility in the prices of metals, chemicals and packaging materials created procurement and cost pressures during peak periods

### Counter-initiatives

We responded through improved forecasting accuracy, supplier diversification, strategic inventory planning and stronger coordination across procurement, production and logistics teams, ensuring uninterrupted operations and timely customer servicing

## Highlights

- Completed the Company's largest-ever investment programme of approximately 1,500 Cr
- Expanded the manufacturing footprint from two facilities to five facilities
- Commissioned new integrated capacities in Southern India, strengthening geographic balance and supply-chain responsiveness
- Enhanced capabilities across laminates, plywood, chipboards and allied surface solutions
- Reinforced its position among India's largest and most integrated surfacing solutions manufacturers
- Created a scalable platform to support future domestic and export growth

## Greenlam's factory profiles

### Behror, Rajasthan

**Products manufactured: High pressure laminates, decorative veneers, engineered wood flooring and engineered doors.**

- Provides fleeceback as well as MDF - and plywood-backed solutions for diverse applications
- Supported by in-house resin manufacturing capabilities
- Transitioned from steam systems to high-pressure hot water systems, improving efficiency and reducing water consumption by 90 KL per day
- Recycling and reuse systems saving approximately 20 KL of water per day
- Utilises STP-treated water across the facility
- Husk-based biofuel supporting renewable energy usage
- Integration of rooftop solar systems

### Nalagarh, Himachal Pradesh

**Products manufactured: High pressure laminate**

- Manufactures high-pressure laminates including general purpose, post-forming, fire-rated and door-sized variants
- Produces specialty laminates including HD Gloss, Unicore, AFX, ESD laminates and exterior-grade compact surfaces
- Focused on export-grade compact laminate production
- Strong emphasis on quality consistency and export competitiveness
- Focused on water reuse and reduction in heat loss across operations
- Optimisation of boiler efficiency improving operational performance
- Supported by rooftop solar integration and renewable energy initiatives
- Certified safety infrastructure strengthening workplace safety standards

### Prantij, Gujarat

**Products manufactured: High pressure laminate**

- Operates on lean manufacturing principles with optimised manpower utilisation
- Focused on low-overhead and efficient production systems
- Emphasis on thermal energy efficiency across operations
- Supported by open access power procurement initiatives
- Pond recharge systems supporting sustainable water management practices
- Addresses value-oriented market segments through efficient manufacturing economics



### Tindivanam, Tamil Nadu

**Products manufactured: Plywood**

- New-generation manufacturing facility strengthening Greenlam's presence in southern India
- Strategically located near logistics hubs, with multiple ports within a 200 km radius, enhancing sourcing competitiveness
- Strong connectivity to Chennai, Bengaluru and Hyderabad, enabling faster market servicing
- Located within an agro forestry-rich belt, ensuring reliable raw material availability within close proximity
- Access to a skilled and predominantly local workforce ecosystem supporting scalable operations
- Enhances geographic manufacturing balance and logistics efficiency
- Supported by rooftop solar integration and renewable energy initiatives
- Waste wood based biofuel supporting renewable energy usage

### Naidupeta, Andhra Pradesh

**Products manufactured: High pressure laminate chipboard and melamine faced chipboard**

- India's only fully integrated plant manufacturing laminates, compact laminate and chipboard at a single location
- Spread across approximately 67 acres, with proximity to multiple ports supporting export efficiency
- Strategically located near logistics hubs, strengthening supply chain responsiveness and export competitiveness
- Access to major consumption centres including Chennai, Bengaluru and Hyderabad
- Located within an agro forestry-rich belt ensuring reliable raw material availability within 250 km of the plant
- Supported by a skilled and predominantly local workforce ecosystem
- Integrated production control, fault detection and real-time visualisation technologies
- Adjustable press width capability improving yield optimisation and reducing wastage for OEM customers
- Designed with infrastructure to support future brownfield expansions with significantly lower capital expenditure
- Supported by rooftop solar integration and renewable energy initiatives
- Waste wood based biofuel supporting renewable energy usage
- Advanced fire hydrant, spark detection and explosion suppression systems integrated across operations
- Zero discharge systems supported by effluent treatment plant and sewage treatment plant infrastructure
- Electrostatic precipitators and high-pressure bag filters supporting emission control
- Extensive green belt development and landscaping completed across the plant premises





## Outlook

Five facilities. Five states. Every major product category in the wood panel ecosystem. The platform is complete.

The brownfield expansion at Naidupeta is already underway - two additional laminate press lines, commissioning expected Q4 FY 2026-27, at significantly lower capital cost per line than a green-field equivalent. That is what a well-designed greenfield makes possible: multiple brownfield expansion becomes faster, cheaper and higher-returning.

With all major capacity expansions now complete, the Company has its strongest manufacturing platform yet - integrated, geographically diversified, and built for scale. The focus now is on maximising utilisation, enhancing execution, and translating these investments into profitable growth and stronger returns.

# This is what **Bettering** looks like in practice

**Transforming people potential into organisational performance and leadership.**

# Strengthening Greenlam's financial momentum

The Company's Financial Capital is generated each year through surplus from business operations and financing activities. This includes the careful and timely mobilisation of debt or equity in response to market conditions, strategic requirements, and potential asset monetisation.

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## Overview

In FY 2025-26, Greenlam entered the post-expansion phase, shifting its Financial Capital strategy from asset creation to scaling capacities, monetising investments and strengthening the balance sheet. The Company's focus remained on improving capital efficiency through disciplined management of working capital, receivables, debt and capital allocation, while enhancing financial resilience. With major expansion projects commissioned, the emphasis is now on improving capacity utilisation, generating stronger returns from invested capital and creating sustainable long-term value for stakeholders.

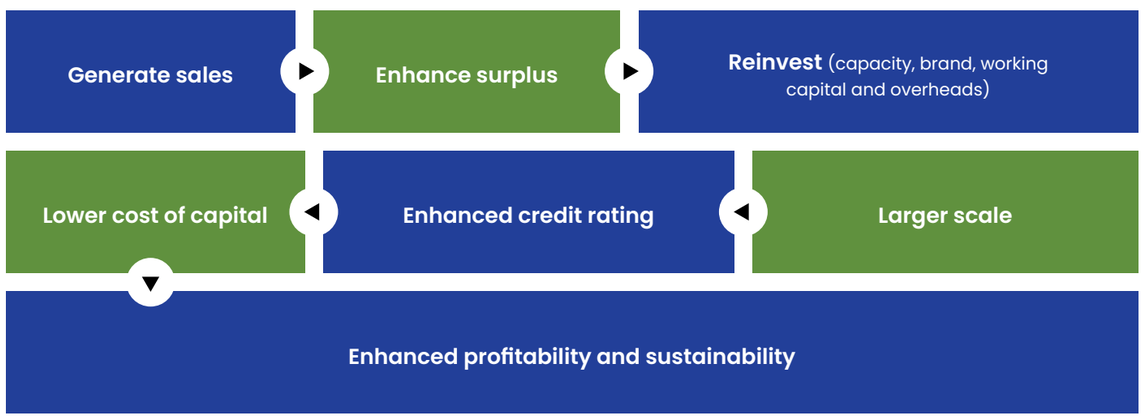
## Highlights, FY 2025-26

- Crossed the H3,000 Cr revenue milestone for the first time, with revenues rising 18.6% to H3,046.1 Cr, driven by broad-based growth across laminates, plywood and chipboard.
- Improved EBIDTA (before foriegn exchange fluctuations and exceptional items) by 21.0% to H334.2 Cr, with EBIDTA margin expanding 30 bps to 11.0% through higher realisations and disciplined cost management.
- Reduced net debt to H941.2 Cr from H989.1 Cr despite the chipboard business completing its first full year of operations, reflecting strong cash flow discipline.

## Outlook

For FY 2026-27, the Company will focus on accelerating debt repayment through growing cash flows, increasing capacity utilisation across plywood and chipboard, and improving profitability as fixed-cost absorption strengthens. Alongside maintaining a strong credit profile, the Company is well positioned to drive sustained revenue growth, margin expansion and long-term value creation.

## Our Cash Flow Management Approach








# Greenlam's information technology and digital transformation

Intellectual capital refers to the intangible assets of an organisation that contribute to its competitiveness, scalability, operational resilience, and long-term value creation. It includes digital infrastructure, enterprise systems, proprietary processes, cybersecurity frameworks, organisational knowledge, data management capabilities, and technology-enabled decision-making systems.

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## Overview

Growth creates complexity. Digitalisation creates control.

As Greenlam expanded across products, geographies, subsidiaries and customer segments, manual processes and disconnected systems could no longer support the scale of the business.

We therefore accelerated our digital transformation journey.

Our objective was simple: create a connected enterprise where information moves faster, decisions happen earlier and execution becomes more predictable.

During FY 2025-26, we strengthened enterprise wide integration, expanded automation, enhanced cybersecurity and improved real time visibility across operations. Growth creates complexity. Digitalisation creates control. As Greenlam expanded across products, geographies, subsidiaries and customer segments, manual processes and disconnected systems could no longer support the scale of the business. Key initiatives We therefore accelerated our digital transformation journey. Our objective was simple: create a connected enterprise where information moves faster, decisions happen earlier and execution becomes more predictable. The result is a more agile, data driven and scalable organisation.

## Key initiatives

**Integration:** Unified technology infrastructure across subsidiaries under a common digital architecture.

**Visibility:** Brought all subsidiaries onto a single domain structure, improving governance and enterprise-wide coordination.

**Commercial intelligence:** Expanded Salesforce CRM and Distributor Management System capabilities.

**Cybersecurity:** Strengthened protection through SOC implementation, data-loss prevention systems and security assessments.

**Automation:** Increased digital workflows across operational, commercial and supply-chain processes.

**Analytics:** Improved forecasting, monitoring and decision-making through enhanced data visibility.

**Future readiness:** Established a scalable foundation for AI-enabled analytics and predictive decision making.

## Benefits

### Distributor operations

**Before:** We relied heavily on manual processes, phone calls, spreadsheets and disconnected systems, resulting in limited visibility and operational inefficiencies.

**After:** We digitised and unified distributor operations through a Salesforce-based Distributor Management System integrated with SAP and other platforms.

### Inventory and secondary sales visibility

**Before:** Limited visibility into distributor inventory levels and secondary sales restricted demand planning and supply-chain responsiveness.

**After:** We strengthened forecasting, replenishment planning and commercial decision-making through real-time inventory intelligence and secondary sales visibility.

### Order management and tracking

**Before:** We managed order placement, reconciliation and tracking largely through manual processes, with limited visibility into order status and delivery progress.

**After:** We digitised end-to-end order workflows, including order placement, tracking, invoice synchronisation.

### Scheme management

**Before:** We managed schemes and settlements manually, resulting in delays, disputes and limited transparency for channel partners.

**After:** We improved transparency, settlement efficiency and distributor engagement through system-driven scheme management and tracking.

### Logistics and delivery visibility

**Before:** We relied on paper-based processes for proof of delivery and logistics monitoring, limiting delivery visibility.

**After:** We improved logistics visibility and operational efficiency through, vehicle tracking

### Distributor financial visibility

**Before:** Our channel partners had limited visibility into payments, outstanding balances and financial transactions, resulting in frequent manual follow-ups.

**After:** We enabled real-time visibility into orders, payments, balances and scheme settlements through a connected digital platform.

### Business scalability

**Before:** Disconnected systems and manual intervention limited scalability and operational responsiveness across the distributor network.

**After:** We created a more connected, scalable and intelligence-driven distribution ecosystem that strengthened supply-chain coordination and future digital scalability.

## Case study

### Distributor management system implementation

#### Overview

As a distribution-driven organisation, we recognised the need for an integrated Distributor Management System (DMS) to strengthen supply-chain responsiveness, improve distributor engagement and enhance last- mile market visibility.

As we expanded our product portfolio and channel network, manual processes and disconnected systems created inefficiencies across order management, inventory visibility, scheme tracking and financial reconciliation. Limited visibility into secondary sales and distributor inventories also constrained demand planning and market responsiveness.

To address these challenges, we implemented a Salesforce-based DMS integrated with SAP and CRM platforms. The solution enabled us to digitise distributor workflows, improve operational transparency, strengthen commercial intelligence and create a more connected and scalable distribution ecosystem capable of supporting long-term growth and faster market execution.





# Greenlam's people management efficiency

To be an employer of choice within and across the industry by fostering a culture rooted in Trust, Learning, Speed & Agility, Teamwork and Performance.

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**~9,000**
Number of employees in Greenlam family (including contractual workforce)

**22**
Number of global Greenlam offices

**200+**
Number of overseas employees

## Overview

Factories produce laminates. People build leadership.

Greenlam's journey from a domestic laminate manufacturer to a globally recognised surface and substrate solutions company has been powered by a simple belief: sustainable competitive advantage is built by people before it is reflected in products, plants or market share.

Over the years, we have consciously built a culture that combines entrepreneurial agility with execution discipline, global exposure with local responsiveness, and ambition with accountability. As our business expanded across product categories, geographies and customer segments, we recognised that long-term growth would depend on creating an organisation capable of learning, adapting and executing faster than the markets it serves.

This belief has shaped our investments in talent acquisition, capability development, leadership creation and organisational effectiveness. Today, nearly 9,000 members of the Greenlam family support operations across manufacturing facilities, corporate office, branch offices, international subsidiaries and customer facing functions. Together, they form a talent ecosystem that strengthens innovation, customer responsiveness, operational excellence and long-term value creation.

Our human capital philosophy is anchored around five strategic priorities:

1. Building one of India's most knowledgeable workforces in the wood panel and surfacing industry
2. Strengthening a culture of innovation, agility and accountability
3. Developing future-ready leaders through continuous learning and capability building
4. Integrating global perspectives with local execution excellence
5. Creating an inclusive, performance-oriented workplace where people grow alongside the business

## Young in mindset. Global in outlook.

Greenlam combines the energy of a growing organisation with the discipline of an established global enterprise.

The Company encourages employees to think independently, act with ownership and continuously upgrade their capabilities in response to changing customer expectations and market realities.

Its workforce reflects a blend of manufacturing expertise, technical capability, customer orientation and international exposure.

Operating across global markets has enabled Greenlam to absorb insights from diverse customers, design trends, business cultures and operating practices. These experiences have strengthened organisational adaptability, sharpened execution quality and enhanced competitiveness across domestic and international markets.

This combination of youthful ambition and operational discipline continues to strengthen the Company's ability to innovate, execute and scale.

## Human capital as a business advantage

We view human capital not as a support function, but as a strategic growth enabler.

Our investments in capability development, leadership creation, cross-functional collaboration and performance management have strengthened customer relationships, enhanced manufacturing excellence and improved responsiveness to changing market opportunities. As the organisation expanded across products, geographies and customer segments, we continued strengthening learning systems, leadership pipelines, digital HR platforms and performance frameworks without compromising agility and entrepreneurial spirit.

The result is a workforce capable of combining operational discipline with creativity, innovation with accountability, and growth ambition with execution excellence - enabling Greenlam to scale sustainably while strengthening competitiveness across domestic and international markets.

## Innovation beyond the innovation team

Innovation at Greenlam is not confined to laboratories, design studios or dedicated product teams. We believe the most meaningful breakthroughs often emerge from the factory floor, customer interactions, supply chain challenges and everyday operational experiences.

We encourage employees across manufacturing, sales, procurement, logistics, product development and support functions to question established practices, identify improvement opportunities and contribute ideas that create measurable business value. This culture of ownership transforms innovation from an occasional initiative into a continuous organisational capability.

As a result, innovation has become embedded in the way we work, helping us enhance competitiveness, accelerate execution and create differentiated value in an increasingly design-led and quality-conscious marketplace.

## The Greenlam way

### What defines Greenlam professionals

**Curious**
We challenge conventional thinking and seek better ways of working

**Agile**
We move quickly, adapt rapidly and respond decisively.

**Collaborative**
We win through cross-functional teamwork and shared accountability.

**Globally aware**
We learn continuously from international markets, customers and best practices.

**Manufacturing-focused**
We pursue operational excellence, productivity and process discipline.

**Performance-driven**
We measure outcomes, take ownership and deliver results.

**Learning-oriented**
We invest in continuous capability development and future readiness.

## The Greenlam talent personality

The defining attributes of Greenlam professionals:

- Entrepreneurial and agile
- Curious and innovation oriented
- Execution-focused Globally aware
- Performance-driven
- Collaborative in approach
- Customer-centric
- Operationally disciplined
- Ownership-led and accountable
- Young in mindset and adaptive in execution
- Resilient in dynamic business environments
- Continuously learning and capability-driven

## Talent scorecard

### Growth

| | | | | | |
|---|---|---|---|---|---|
| **84.2%** Employee retention | **85.9%** High-performer retention | **17.3%** Internal promotions | **6.5** Years average tenure | **17.6%** Attrition | **16** Management trainees recruited |

### Learning

| | | | | | |
|---|---|---|---|---|---|
| **65,479** Training hours | **23.5** Average learning hours per employee | **2,786** Employees trained | **99.4%** LMS adoption | **22** Leadership programme participants | **15** Cross-functional movements |

### Leadership

| | |
|---|---|
| **87%** Succession coverage | **104%** Leadership pipeline coverage |

### Digital HR

| | |
|---|---|
| **96%** Employee self-service usage | **96%** HR platform adoption |

## Greenlam's talent journey

### 1. Talent acquisition and onboarding

Future-ready talent: We strengthened our talent ecosystem through focused investments in recruitment, onboarding and workforce integration. We are introducing a structured GET Program and expanded the induction of management trainees from reputed institutions to strengthen our future leadership pipeline. Simultaneously, we diversified our hiring strategy by onboarding professionals from multiple industries and functional backgrounds, enabling the organisation to benefit from wider perspectives, specialised expertise and contemporary management practices.

Cultural alignment: To accelerate assimilation and strengthen engagement, we redesigned our HR induction framework and implemented structured onboarding programmes focused on role clarity, organisational understanding and cultural familiarisation.

### 2. HR digitisation and organisational transformation

Responsive HR ecosystem: As organisational scale and complexity increased, we accelerated the digitisation of our HR ecosystem to improve employee experience, operational responsiveness and organisational alignment. Integrated digital HR platforms automated key employee lifecycle processes, improved process efficiency and strengthened visibility across talent management workflows. We also introduced a centralised HR Helpdesk to provide responsive and streamlined support for employee queries and service requirements. and cultural familiarisation.

### 3. Learning and leadership development

Building multi-level capability: We strengthened technical, managerial and behavioural competencies across the organisation through targeted learning and development interventions. We partnered with reputed academic institutions to help upskill managerial capabilities, reinforcing long-term professional growth and leadership readiness. Leadership development and succession: We strengthened succession preparedness and internal capability creation through structured interventions, including Sales Capability Development programmes, People Leader Certification initiatives, mentoring frameworks and leadership development programmes for eligible employees.

### 4. Employee engagement and performance enablement

Strengthening communication: We strengthened employee engagement and organisational alignment through HR Connect sessions, enablement workshops and structured communication initiatives conducted across functions and manufacturing locations. These interventions improved awareness of organisational priorities, strengthened collaboration and supported enhanced performance management systems through sharper goal-setting and greater performance visibility. We continue to foster a workplace where ambition finds direction, ownership is encouraged and employees are empowered to contribute meaningfully to organisational progress.

### 5. Employee well-being and inclusion

Future-ready talent: We strengthened Building an inclusive workplace: We prioritised employee well-being by fostering a healthy, inclusive and growth-oriented work environment. We focused on strengthening psychological safety, role clarity, career pathways, learning opportunities and collaborative engagement initiatives to improve employee experience and organisational commitment. We complemented these efforts with policies supporting work-life balance and long-term employee sustainability.

Women breaking ground: During the year, an all-women team operated a manufacturing press at the Behror plant, marking a first for Greenlam and a notable advancement within the Indian manufacturing landscape. Beyond its operational significance, the initiative reflected our belief that opportunity should be shaped by capability, commitment and competence rather than conventional assumptions, reinforcing our commitment to building a more inclusive manufacturing ecosystem. During the year, the Company increased its female workforce by 13.8%, with 22 woman (on-roll) serving in supervisory roles and 11 women (on-roll) employed in manufacturing, reflecting steady progress in strengthening gender diversity across operations.

### 6. A culture of continuous learning

Technology-enabled learning: We strengthened our learning culture through Knowledge Management Systems (KMS), virtual classrooms and blended learning models that enabled scalable and accessible capability development across locations and functions. We encouraged employees to undertake stretch assignments and cross-functional responsibilities to strengthen problem-solving capabilities, business understanding and leadership readiness. Structured mentorship programmes further enhanced knowledge transfer, functional expertise and personalised professional guidance across business units. We believe that continuous learning remains critical to sustaining adaptability, innovation capability and long term organisational resilience.

## Voices from within Greenlam

"Exposure to international customers and markets has significantly expanded the way we think and execute."

**Export sales manager**

"There is strong encouragement to move across functions and learn beyond your immediate role."

**Supply chain professional**

"At Greenlam, even small process improvements are treated as meaningful contributions."

**Manufacturing engineer**

"The culture encourages people to ask questions, contribute ideas and continuously improve."

**Plant operations executive**

"Greenlam combines the agility of a young organisation with the systems and discipline of a global company."

**Regional business manager**

"The organisation genuinely invests in people capability through mentoring, leadership development and continuous learning."

**Mid-management employee**

"Responsibility comes early at Greenlam, but so does trust."

**Management trainee**

## Outlook

**The MT programme is running. The leadership pipeline is being built deliberately. The all-women press team at Behror is already operational. Digital HR platforms are live across the organisation.**
**As Greenlam scales, the quality of the organisation behind the growth becomes the differentiating asset. We are investing in it with the same rigour we bring to manufacturing capacity - because the people who run these plants, serve these customers and build these brands are where the next competitive advantage is being created.**
**This is not an HR ambition. It is a business strategy.**

## Our human resource goals

**Talent nurturing & development**

Commitment to continuous upskilling and professional evolution through structured learning pathways and leadership development programmes.

**Diversity & inclusion**

Acting as an equal opportunity employer that promotes a diverse workforce and fosters an inclusive environment where every individual is respected.

**Safety, health & well-being**

Prioritising the physical and sustainability well-being of employees through a safe workplace and holistic wellness initiatives.

**Human rights & ethics**

Upholding the highest standards of ethical conduct, integrity and respect for human rights across all operations.

**Compliance adherence**

Ensuring full transparency and strict compliance with applicable labour laws, regulatory frameworks and internal governance standards.

**Growth & meritocracy**

Fostering a performance driven culture that enables internal mobility, capability development and structured career progression.

This is what Bettering looks like in practice

Converting talent, learning and leadership into sustained business outperformance.

## This is what **Bettering** looks like in practice

**Converting talent, learning and leadership into sustained business outperformance.**







# Greenlam's corporate social responsibility

Strong communities create stronger futures. That is why Greenlam invests in initiatives that expand access to quality education, strengthen preventive healthcare and improve water security in the regions where it operates. Working closely with development partners, local institutions and communities, the Company focuses on solutions that address local priorities while creating meaningful, lasting impact.

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## Overview

At Greenlam, community development is not a parallel effort - it is an integral part of building a sustainable business. The Company focuses its CSR initiatives around the communities that support its manufacturing operations, helping address challenges that influence quality of life, resilience and future opportunities.

Its efforts are centred on three areas that create lasting value: education, healthcare and water security. From strengthening water security through groundwater recharge and sustainable agricultural practices to supporting better learning environments in government schools and promoting health awareness and preventive care, each initiative is designed to deliver measurable outcomes and strengthen community well being.

Greenlam's approach is built on collaboration. By working with implementation partners, local institutions and community members, the Company seeks to create solutions that are relevant, scalable and sustainable. The focus extends beyond programme delivery to building local ownership, enabling communities to continue creating progress over the long term.

In FY 2025-26, Greenlam invested H3.11 Cr in CSR initiatives across Rajasthan, Himachal Pradesh, Gujarat and Tamil Nadu, benefiting nearly 18,000 individuals. Healthcare accounted for 38% of the spend, education for 36%, and water conservation for 26% - reflecting a balanced commitment to strengthening the foundations of healthier, more resilient communities.

**"CSR is a touchpoint of ESG across the value chain of the Company."**

## CSR Focus Areas

**Environmental Sustainability (Water)** ▶ **Healthcare** ▶ **Education**

**"Our intentions are meaningful and relevant to the regions we operate in - whether it is water conservation, education, hygiene, or sanitation for communities."**

## Our CSR interventions across plant locations

| Nalagarh, Himachal Pradesh | Tindivanam, Tamil Nadu | Behror & Jaipur, Rajasthan | Prantij, Gujarat |
|---|---|---|---|
| 83.38 | 44.86 | 146.49 | 36.88 |
| ₹ Lakh, CSR spend | ₹ lakh CSR spend | ₹ lakh, CSR spend | ₹ lakh, CSR spend |
| **Themes** | **Themes** | **Themes** | **Themes** |
| Environmental Sustainability (Water), Education, Healthcare | Education, Healthcare | Environmental Sustainability (Water), Education, Healthcare | Healthcare, Environmental Sustainability (Water) |



## CSR interventions

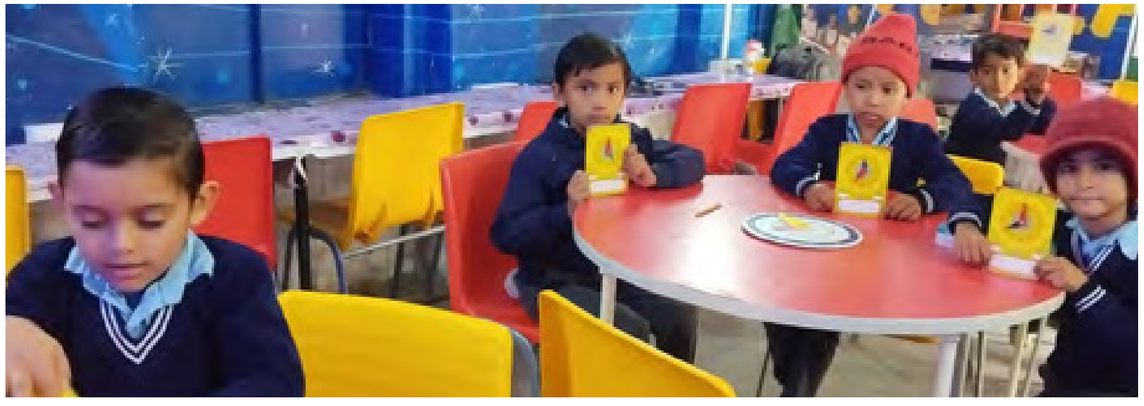


### Environmental sustainability (Water)

Enhancing water security and community resilience through water conservation, groundwater recharge and sustainable resource management.

**Key initiatives**

- Rejuvenated and maintained community ponds across Behror, Nalagarh and Prantij Constructed recharge borewells and check dams to strengthen groundwater replenishment in Jaipur, Rajasthan
- Maintained a community RO system in Nalagarh by mobilizing women to form an SHG (Self Help Group) to improve access to safe drinking water and promote women-led water governance and community participation in conservation efforts
- Strengthened Village Development Committees (VDCs) to promote local stewardship of water resources
- Formed and trained farmer groups on sustainable and chemical-free agricultural practices
- Conducted awareness programmes on groundwater conservation, water-efficient farming and climate resilience
- 1,100 primary beneficiaries including farmers, women groups, and VDCs



### Education

Improving learning outcomes and transforming government schools into engaging, future-ready learning environments.

**Key initiatives**

- Implemented the Whole School Transformation Programme across government schools in Behror, Nalagarh and Tindivanam
- Strengthened foundational literacy and numeracy (FLN) and digital literacy among students
- Established and enhanced digital learning infrastructure and technology-enabled classrooms
- Upgraded school infrastructure including washrooms, roofs, classrooms, etc to create a conducive holistic learning environment for the students
- Conducted teacher training and capacity-building programmes to improve classroom effectiveness
- Embedded structured pedagogy and digital learning practices within school systems
- Organised student wellness activities, co-curricular programmes and school engagement events
- Facilitated parent engagement initiatives and community participation through meetings and school events
- 199 primary beneficiaries including students and teachers




## Healthcare

Expanding access to preventive healthcare through awareness, early intervention and stronger community health systems.

### Key initiatives

- Conducted awareness programmes on reproductive, maternal, newborn, child and adolescent health (RMNCH+A)
- Delivered nutrition education and preventive healthcare interventions for vulnerable communities
- Organised screening and awareness drives for non communicable diseases (NCDs)
- Trained frontline healthcare workers, including ASHAs and ANMs on NCDs
- Strengthened referral mechanisms and linkages with government healthcare systems
- Conducted behaviour change communication sessions focused on maternal, child and adolescent health
- Facilitated community outreach through village meetings, school sessions and volunteer engagement programmes
- Established women's health circles and organised baseline assessments and NCD screening camps in Tindivanam
- Strengthened access to primary healthcare services through community-led healthcare models
- 8,122 individuals primary beneficiaries including mothers, adolescents, senior citizens, frontline healthcare workers

### Cultivating sustainable growth through farmer-led change

**Partner:** Sir Syed Trust

**Programme:** Bhoojal Project (Water & Sustainable Agriculture)

**Location:** Gulabpura, Nalagarh, Himachal Pradesh

In Gulabpura, where agriculture is the primary livelihood for nearly 500 households, farmers relied largely on traditional practices, with limited exposure to sustainable farming methods, crop diversification or water efficient agriculture. These challenges constrained productivity, income opportunities and long-term resilience.

Under the Bhoojal Project, Greenlam Industries and Sir Syed Trust mobilised farmers across five villages into structured farmer groups, creating a platform for knowledge sharing and collective learning. Through regular training, field demonstrations and technical support, farmers were introduced to organic farming, horticulture intercropping, groundwater conservation and climate-resilient agricultural practices. They also received guidance on organic inputs such as Jeevamrit, natural pest management and soil health improvement.

The initiative sparked a gradual shift towards sustainable agriculture. Twenty-six farmers adopted organic and horticulture-based interventions, including mango plantations along field bunds. With continuous handholding and technical support, farmers gained confidence in alternative cropping systems, improved productivity and diversified their income sources. The project demonstrated how community-led capacity building can strengthen both livelihoods and environmental sustainability.

### A farmer's journey towards organic farming

**Partner:** Sir Syed Trust

**Programme:** Bhoojal Project (Water & Sustainable Agriculture)

**Location:** Kaulanwala Panjehra, Nalagarh, Himachal Pradesh

**Beneficiary:** Kuldeep Kaur

ILike many farming households in Kaulanwala Panjehra, Kuldeep Kaur and her family depended on conventional, chemical-intensive farming practices. Growing concerns around declining soil health, food quality and rising healthcare costs prompted them to explore organic farming, but limited technical knowledge stood in the way.

Through the Bhoojal Project, Greenlam Industries and Sir Syed Trust provided training, awareness sessions and continuous field-level guidance on sustainable agriculture. Kuldeep Kaur and her husband learned organic farming techniques, including the use of Jeevamrit, balanced nutrient management and environmentally responsible crop cultivation practices.

The results were encouraging. Healthier crop growth and improved farm management translated into a significant increase in wheat productivity, with yields rising from approximately 2.5-3 quintals per bigha to nearly 4 quintals per bigha. More importantly, the family gained confidence in sustainable farming methods and reduced dependence on chemical inputs. Their journey illustrates how knowledge, support and community engagement can drive lasting agricultural transformation.

### The voices of our beneficiaries

## Sambhav Foundation

"Before the health camp organised by Greenlam Industries, I had never undergone a health check-up and believed I was fine as I had no major symptoms. At the camp, I was diagnosed with hypertension and diabetes, which I was completely unaware of. I was immediately referred to UPHC Olakkur for treatment and started medication under medical supervision. Regular follow-ups every 15 days helped me stay on track with my medicines. Today, my health is under control and I feel much better and more active."

**Chellammal, Panchalam, Tamil Nadu**

"I never thought I had any health issues until I attended the medical camp organised by Greenlam Industries. I was diagnosed with hypertension and diabetes during routine screening, which came as a complete surprise. I was referred to UPHC Olakkur and started treatment immediately. The consistent follow ups every 15 days helped me maintain discipline in medication and care. My health has now stabilised, and I feel more energetic."

**Krishnan, Panchalam, Tamil Nadu**

"I attended the medical camp after encouragement from the field team and was shocked to learn I had high blood pressure and diabetes. I had no symptoms earlier. I was referred to UPHC Olakkur and began treatment along with lifestyle changes. Regular follow-ups every 15 days helped me stay consistent with medicines and habits. My condition has improved significantly, and I feel healthier now."

**Maari, Panchalam, Tamil Nadu**

"I never paid attention to preventive health check-ups before the camp organised by Greenlam Industries. During screening, I was diagnosed with hypertension and diabetes and immediately started treatment at UPHC Olakkur. Along with medication, I improved my diet and daily routine. The regular follow-ups ensured I stayed disciplined. My health has improved, and I feel more active now."

**Padhmavathi, Panchalam, Tamil Nadu**

## Learning Links Foundation (LLF)

"The transformation of the school has created a positive impact on students and the overall learning environment. It is encouraging to see such meaningful improvements in infrastructure and education delivery. I sincerely appreciate the efforts of Greenlam Industries and hope similar support can also be extended to other nearby schools, especially Centre Panjehra, which requires urgent attention."

**Tejveer Kaur, Centre Head Teacher**

"I express my heartfelt gratitude to Greenlam Industries for everything they have done for our children and school. The transformation has been remarkable, with new tiling, fresh paint, and beautiful educational wall paintings creating a much better learning environment. Beyond infrastructure, several meaningful student-focused activities have also been introduced."

**Manisha Kumari, Head of School Management Committee**

"The transformation of GPS Sauri Gujjran has been exceptional. Earlier, the school was in poor condition, but the Greenlam WST Project has completely changed it into a modern learning environment. It is now the only primary school in the block with a fully functional Digital Lab. Students have moved from textbook learning to 'learning by doing' and are confidently using digital tools, including PowerPoint presentations. This overall development is a proud achievement for the Education Department."

**Anokh Singh, Block Elementary Education Officer**

"Greenlam Industries has played a vital role in our school's growth and development. Every request related to infrastructure and student support was addressed promptly. The digital lab has transformed classroom learning by integrating ICT into education and making lessons more interactive and engaging."

**Rakesh Kumari and Shivani Kumari, junior basic training teachers**

### Management Speak

**"The transformation of GUPS Kherki has significantly enriched the educational environment through the joint efforts of Greenlam and Learning Links Foundation. During our visit, we were deeply impressed by the creativity and digital literacy skills of students aged 10-15 years. The digital lab has enabled children to develop capabilities that are remarkable for their age. The school has now become a model for the region, and we believe it is the collective responsibility of the school staff and community to sustain and build upon this progress.**



## Glossary of terms used in this Report

**Agroforestry:** A land-use system where trees are grown alongside crops or other agricultural activities to enhance sustainability and raw material availability.

**Architectural Surfaces:** Decorative and functional surfacing materials used in interiors and exteriors of buildings.

**Basis Points (bps):** A unit used to measure changes in percentages, where 100 basis points equal 1%.

**BIS (Bureau of Indian Standards):** India's national standards body that certifies products for quality, safety, and reliability.

**BWP+:** Boiling Water Proof grade plywood offering enhanced moisture resistance and durability.

**Capital Expenditure (Capex):** Funds invested in acquiring, upgrading, or expanding physical assets such as plants and machinery.

**CARB Compliance:** Certification ensuring compliance with California Air Resources Board standards for formaldehyde emissions.

**CE Certification:** European conformity certification indicating products meet European safety, health, and environmental standards.

**Chain of Custody Certification:** A traceability framework that verifies responsibly sourced forest materials throughout the supply chain.

**Circular Economy:** An economic system focused on reducing waste and maximising reuse and recycling of materials.

**DNV-certified ISO Management Systems:** Independent certification of Greenlam's quality, environmental, energy, and occupational health & safety management systems under globally recognised ISO standards.

**ECA Loan:** Export Credit Agency supported financing used for importing machinery or capital equipment.

**ESG (Environmental, Social and Governance):** A framework assessing a company's environmental responsibility, social impact and governance practices.

**FSC® (Forest Stewardship Council):** Global certification ensuring responsible sourcing of forest-based materials.

**FY (Financial Year):** A twelve-month accounting period used for financial reporting.

**GRIHA (Green Rating for Integrated Habitat Assessment):** India's green building rating system focused on sustainable construction and environmental performance.

**GREENPRO Certification:** A certification recognising environmentally responsible products and materials.

**Green Label Singapore:** Certification recognising products with reduced environmental impact across their lifecycle.

**Greenguard Certification:** Certification verifying low chemical emissions and healthier indoor air quality.

**Greenguard Gold Certification:** Certification meeting stricter chemical emission thresholds suitable for sensitive environments such as schools and healthcare facilities.

**High Moisture Resistant (HMR) Chipboard:** Engineered chipboard designed to withstand higher humidity and moisture exposure.

**ICRA:** An Indian credit rating agency evaluating the creditworthiness of companies and debt instruments.

**IFRS (International Financial Reporting Standards):** Globally accepted accounting standards for financial reporting.

**IGBC (Indian Green Building Council):** An organisation promoting sustainable and green building practices in India.

**Ind AS:** Indian Accounting Standards aligned with IFRS principles.

**INTERZUM Red Dot Award:** An international design and quality award recognising excellence in product innovation and aesthetics.

**ISO 9001:** International standard for Quality Management Systems focused on process consistency and customer satisfaction.

**ISO 14001:** International standard for Environmental Management Systems supporting responsible environmental practices.

**ISO 45001:** International standard for Occupational Health and Safety Management Systems aimed at improving workplace safety and employee wellbeing

**ISO 50001:** International standard for Energy Management Systems focused on improving energy efficiency and reducing energy consumption.

**NEMA Standards:** North American standards governing performance and quality specifications for laminates.

**NSF International Certification:** Certification validating compliance with public health, hygiene, and product safety standards.

**OEM (Original Equipment Manufacturer):** Manufacturing products for sale under another company's brand name.

**PEFC™ (Programme for the Endorsement of Forest Certification):** An international certification promoting sustainable forest management.

**Quality Control Order (QCO):** Government regulations mandating quality standards for products sold in India.

**REACH Compliance:** Compliance with European Union regulations governing the safe use, registration, and control of chemical substances.

**Scope 1 Emissions:** Direct greenhouse gas emissions from owned or controlled operations.

**Scope 2 Emissions:** Indirect emissions resulting from purchased electricity, heat, or energy.

**SEDEX:** A global ethical trade platform promoting responsible sourcing and supply chain transparency.

**SEFA Certification:** Certification for laboratory and educational furniture performance standards.

**SKU (Stock Keeping Unit):** A unique identifier used to track individual products or product variants.

**UL Certification:** A globally recognised safety certification issued by Underwriters Laboratories.

# Greenlam
# Global footprint



## A growing global presence

Trusted in 120+ countries and expanding, with 22 international offices, 5 distribution centres, 15 overseas subsidiaries, and counting.

### GLOBAL REACH WITH TRUSTED LOCAL TEAMS

**SOUTH AFRICA**
Egypt
Ivory Coast
Kenya
Morocco

**AMERICAS**
Miami
Philadelphia

**ASIA**
Bangladesh
Hong Kong
India
Indonesia
Malaysia
Nepal
Philippines
Singapore
Sri Lanka
Thailand
Vietnam

**EUROPE & UK**
England
Germany
Italy
Poland
Romania
Spain
Switzerland

**MIDDLE EAST**
Kingdom of Saudi Arabia
United Arab Emirates

# Product Portfolio

A result of an undying passion for craft, technology and art; Greenlam product range can work with almost any style of decor. Offering breakthrough designs and stunning textures which are incredibly gorgeous and strikingly creative. Designed to transform dull spaces to a lively paradise, each variant of laminate is complemented by exquisite detailing and understated, to say the least.

As Asia's leading manufacturer of high pressure laminates, Greenlam offers you durable and decorative Compact Laminates. The perfect choice to build your ideal interior and exterior. While their sturdiness makes them apt for a wide range of applications, their spectacular colours make them more desirable.

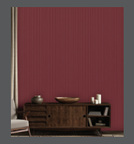


## LAMINATE AND ALLIED PRODUCTS



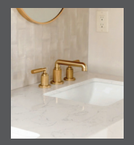
### POSTFORMING
LAMINATES

Designed exclusively to enhance the aesthetics of your interiors while preventing water seepage in crevices and moisture retention. Armed with added flexibility and malleability, these laminates can be applied on shutters, counter tops, furniture tops, etc.



### LEXUS
1.50MM LAMINATE COLLECTION

The Fluted Laminate Collection in 1.50 mm thickness is a mark of innovation and aesthetics in the surface solutions industry. Engineered for superior durability, it offers an exclusive range of decorative laminates inspired by 3D fluted patterns, delivering depth and design versatility.



### COUNTERTOP
LAMINATES & COMPACTS

A perfect fit when it comes to kitchen and bathroom settings, these laminates are remarkably elegant, modern and at the same time are resistant to stains, moisture and abrasions. Available in a wide range of decors to add to your taste of stylish interiors.



### ELECTROSTATIC DISSIPATIVE
LAMINATES & COMPACTS

Static electricity isn't just a nuisance, it costs billions annually. Greenlam's Electrostatic Dissipative (ESD) Compacts and Laminates offer a cutting-edge solution for high-risk environments. Engineered with advanced technology, they safely dissipate static charges, reduce the risk of sparking, protect sensitive equipment, and prevent dust buildup, ensuring a cleaner and safer workspace.



### DECOLINER
LINER GRADE LAMINATES

Range of low maintenance liner grade laminates that add a new dimension to your craftsmanship. Make your cabinets, workspace partitions, cupboards, back panel of kitchen & wardrobes as beautiful inside as they are outside.



### AFX
ANTI FINGERPRINT SURFACES

A revolutionary ultra-matt surfacing solution from Greenlam that looks so beautiful you cannot resist touching it. Touch all you want because the craftsmanship that leaves a lasting impression ensures no fingerprint or stains spoil its beauty. Designed for both horizontal and vertical applications, these laminates and compacts are anti-virus, anti-bacterial, hydro, mould, and scratch-resistant too – which means they are easy to maintain and safe.



### UNICORE
LAMINATES & COMPACTS

Designed with a passion for craft and technology, these uni-coloured laminates and compacts discard the dark edges. Made with uniform decorative layers they offer seamless edging and brimming with the same decor vibrancy.



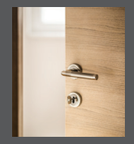
### FOUR×TEN
TEN FEET LAMINATE COLLECTION

Presenting, exclusive 4' x 10' laminate collection. With its long height and perfect finishing, the 4' x 10' laminate is apt for panelling in spaces with a high ceiling height. It is also a good choice to cover long surfaces in furniture design. It offers seamless finishing to your spaces by reducing the joints.



### HD GLOSS
LAMINATES

A superior gloss laminate empowered with the best-in-c scuff, abrasion, and MAR resistance to resist permanent deformation or micro scratches resulting from the applic



### DOOR
LAMINATES & COMPACTS

A range so perfectly fit for doors, these laminates not onl clad your doors seamlessly but also make them look bec Available in a specialised 3'x7' size to cater to your every



### CHALK & MARKER GRADE
LAMINATES & COMPACTS

Two premium ranges of laminates & compacts, availabl most popular colours. These laminates and compacts, w wiped or erased, turn spotless and live much longer tha traditional boards in schools and corporate houses.



### DIGITAL & CUSTOM
LAMINATES & COMPACTS

Fashioned for the most seasoned of artistic minds, Greer Digital laminates and compacts are a range of bold des that are digitally printed on the panels. These laminates compacts can also be customised to craft inspirational complementing your persona. Just share your photogra and designs, and we'll convert them into surfaces, just tl you want them.



### FIRE RETARDANT
LAMINATES & COMPACTS

Treated with imported fire retardant chemicals which he delaying temperature rise, making it resistant to temper rise and fire. Available in a variety of colours and design laminates and compacts are high in aesthetic appeal a ensure secured environment.



### COMPACT LAMINATE

Greenlam Compact Laminates is the quintessential pro when it comes to demanding and functional surfaces. for both vertical and horizontal applications, these dura and self-supporting decorative panels are the right cho panelling, modular restroom cubicles, partitions, workto institutional furniture, and lockers.



### SANDWICH COMPACT

The result of our cutting-edge technology, these revoluti laminates have solid coloured patterns over the edges t extra edge of magnificence.



### COMPOSITE PANEL

Greenlam Composite Panels deliver superior strength and durability with sleek aesthetics. Perfect for workstation partitions, bathroom doors and other self-supporting vertical applications. They ensure long-lasting performance and low maintenance.

## LAMINATE AND ALLIED PRODUCTS



### CLADS
INTERIOR GRADE COMPACT LAMINATES

Interior Grade Compact Laminate crafted to beautify your interiors, made from solid grade high pressure Compact Laminates.



### CLADS
EXTERIOR GRADE COMPACT LAMINATES

Exterior Grade Compact Laminates with unmatched GLE technology, designed to make exteriors enthralling and gripping.



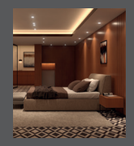
### STURDO
RESTROOM CUBICLES & LOCKERS

Presenting a new world of restroom cubicles and locker solutions studded with innovative designs and unique features. Enabling you to design your world your way with its customisation feature, it offers you innovative and bold patterns & themes to turn spaces into marvels.



### SHOWER SURFACES

Tiles have graced your bath walls for ages. And probably that's why they've gone out-of-date. Presenting Greenlam Shower Surfaces, a surface decor solution designed to make tiles a thing of history. Easy to maintain, durable, and unsurprisingly highly water-resistant, these compacts are here to redefine the definition of style.



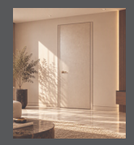
### MFC
PRELAM CHIPBOARD

Fused with excellent machinability, superior screw-holding power & smooth surface finish, these Melamine Faced Chip Boards are crafted to add perfection to the spaces. Offering a very wide range of stunning designs, they are ideal for both commercial and residential spaces.



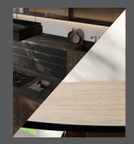
### LAB
SURFACE SOLUTIONS

Greenlam Lab Surface Solutions combine durability, hygiene and design versatility for demanding laboratory environments. The range includes SEFA-3 certified Lab Guardian for chemical-resistant worktops and exposed areas, and SEFA-8 certified Lab Primary for laboratory furniture and storage.



### ALUGRIT
ALUMINIUM-REINFORCED HIGH-PRESSURE LAMINATE

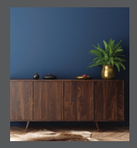
Greenlam AluGrit combines aluminium strength with laminate to resist moisture and thermal movement, preventing warping and distortion. Available in AluGrit phenolic and AluGrit+ decorative laminates, it offers dimensional stability and versatility and is ideal for doors, high-humidity interiors and commercial spaces.



### STRATUS
SURFACE SOLUTIONS

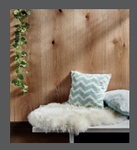
Transform your space into a work of art with Stratus Surface Solutions by Greenlam. Crafted to elevate modern interiors, the range features High Pressure Laminates (HPL) and Compact Laminates, ideal for worktops, breakfast bars, splashbacks, upstands, and tabletops in a seamlessly coordinated design. Elegant, durable, and easy-to-install, these temperature-neutral surfaces bring a rich tactile appeal and sophisticated character to every space.

## WOOD AND ALLIED PRODUCTS



### Mikasa
PLYWOOD

An innovative transformation of diligently crafted plywood, with its simple, sharp, and an effective range, Mikasa Plywood products come devoid of any confusing features and boasts of great efficacy. The entire range of plywood and blockboard is empowered by The Deca Edge Technology and is manufactured with eco and socio-consciousness by the most advanced machineries at the state-of-the-art facility.



### Mikasa
DECOWOOD VENEERS

A premium range of natural decorative veneers that make your interiors naturally beautiful. This exclusive range of veneers brings you the world's most exotic timbers offering you more than 200 species of woods. Available in Natural / Teak / Engineered.



### Mikasa
REAL WOOD FLOORS

Mikasa is inspired by wood. Each piece of wood is enhanced using the latest technology, thus bringing out the true character of wood. It offers the largest collection of engineered wooden flooring in various thicknesses and sizes. We create the finest floors. For those who have the finest taste.



### Mikasa
DOORS FRAMES

Unlike traditional doors, Mikasa offers complete door solutions. Ready to fit, engineered from real wood, superior factory-finished products make you look at the doors in a whole new light.

Greenlam
Industries Limited

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