



Leading the pack
sustainably

Contents

| | |
|-----|----------------------------------------|
| 002 | From the MD & CEO's desk |
| 004 | EPL at a Glance |
| 006 | Sustainability - Commitment at EPL |
| 008 | - Product Sustainability |
| 012 | - Process Sustainability |
| 016 | - People Sustainability |
| 022 | IT Initiatives |
| 024 | Greening Lives, Sustaining Communities |
| 028 | Awards & Recognition |
| 030 | Key Performance Indicators |
| 032 | The Leadership Team |
| 033 | The Management Team |

| | |
|-----|----------------------|
| 035 | Board Report |
| 042 | MDA |
| 049 | Corporate Governance |
| 082 | Five-Year Summary |

| | |
|-----|-------------------------------------|
| 084 | Auditors Reports - Standalone |
| 092 | Financial Statements - Standalone |
| 148 | Auditors Reports - Consolidated |
| 154 | Financial Statements - Consolidated |



PAGE
002



PAGE
006



PAGE
008



PAGE
012



PAGE
016



PAGE
022



PAGE
024








WE believe that businesses with purpose have a long term positive impact on people, the planet and profit. In this regard, at EPL, we are consistently driven by our purpose of 'Leading the Pack sustainably'.

This reflects our ambition to be the most sustainable packaging company. This tagline is an upfront statement of our leadership in sustainability.

Contents

| |
|----------------------------------------|
| From the MD & CEO's desk |
| EPL at a Glance |
| Sustainability - Commitment at EPL |
| - Product Sustainability |
| - Process Sustainability |
| - People Sustainability |
| IT Initiatives |
| Greening Lives, Sustaining Communities |
| Awards & Recognition |
| Key Performance Indicators |
| The Leadership Team |
| The Management Team |
| Board Report |
| MDA |
| Corporate Governance |
| Five-Year Summary |
| Auditors Reports - Standalone |
| Financial Statements - Standalone |
| Auditors Reports - Consolidated |
| Financial Statements - Consolidated |





FROM THE MD & CEO'S DESK

We are further committed to putting sustainability at the heart of *everything we do*



Anand Kripalu
Managing Director & Global CEO



Dear Valued Stakeholders

It is my privilege to present EPL's Annual Report for FY22. FY22 was an extremely challenging year with Covid-19 impacting human lives and livelihoods, along with severe business disruptions across the globe. The year also saw unprecedented volatility and inflation in input costs – be it polymers, aluminium, packaging, or freight. The start of the Ukraine – Russia war towards the end of the financial year also impacted the business to some extent. But, every calamity comes with an opportunity, and we have witnessed this through unimaginable collaborations among all our regional and functional teams. I would like to express my gratitude to our shop-floor employees - front liners at EPL - who kept the wheels of the business turning continuously during this challenging period and ensured that not a single day was lost in any of our plants.

In this context, I am pleased to inform you that EPL posted double-digit growth and demonstrated the ability to be resilient in the most trying times. EPL focused on what is within management control - price increase to customers, accelerated cost savings, and improvement in our procurement and production planning process. As a part of our continuous cost reduction efforts, EPL has also begun a War on Waste (WoW) programme with an endeavour to minimise losses at every stage of the value chain.

I am confident that the company is now set for even stronger growth in the coming years. With EPL's re-calibrated strategy in FY22, our ambition is to be the most sustainable packaging company in the world. We are committed to putting sustainability at the heart of everything we do - whether it is in our service to customers, or indeed in how we run our business. We have a 4x4 mantra for achieving our performance ambition that will focus on **4Cs - Category, Customer, Country, and Cost** and **4 enablers - Innovation, Bold Sales & Marketing, Digital Transformation, and a One EPL Ethos**.

EPL will continue to play a proactive role in driving the development of sustainable solutions –thereby making our customers more sustainable. We have stepped up our efforts to innovate and 'lead the pack' with Platina -with an expanded set of 100% recyclable offerings. This has ensured a ramp up of Platina volumes across several of our large as well as small customers such as Colgate, P&G, Unilever, GSK, Hela, Vicco, etc. We expect this to further ramp up exponentially in FY23.

Significantly, we won the "World Star Global Packaging Award" for sustainable offerings in the Health and Personal care category. We have also been awarded 4 SIES SOP awards in India in the field of innovation.

Being one of the world's leading packaging solution providers, we know that the future of business depends on being environmentally sustainable. Organisations like us can play a crucial role by lowering emissions, reducing our carbon footprint, conserving energy, and collaborating with customers and suppliers to make a major difference. Towards this end, EPL has put in place actions for combating climate change, driving inclusive growth, enabling social equality, and providing support to communities within which we operate.

EPL has become a signatory to the New Plastic Global Commitment towards building a circular economy, an initiative led by the Ellen MacArthur Foundation in collaboration with the UN environment programme. We are also a founding member of the India Plastics Pact. We have also aligned our activities voluntarily to the Ten Principles of the United Nation's Global Compact (UNGC) on Environment, Labour, Human Rights and Anti-Corruption. We have been awarded a 'Silver Medal' in the ECOVADIS 2022 Sustainability assessment. We have also been awarded a 'B' rating by the #CDP, highlighting our focused actions toward tackling climate change and ensuring water security. We have been rated 'A' by CDP for our supplier engagement.

We are proud to have received the prestigious "Best Governed Company" award in the 21st edition of the "ICSI National Award for Excellence in Corporate Governance", reflecting the strength of the board and management.

These initiatives and achievements further strengthen our resolve and commitment to building a sustainable future. We recently published the second edition of our Sustainability Report to highlight our achievements and initiatives on sustainability. This is available on our website.

On behalf of the Board and the employees of EPL, I would like to thank you, our valued stakeholders, for being a part of our journey to lead the pack sustainably!



Contents

From the MD & CEO's desk

EPL at a Glance

Sustainability - Commitment at EPL

- Product Sustainability

- Process Sustainability

- People Sustainability

IT Initiatives

Greening Lives, Sustaining Communities

Awards & Recognition

Key Performance Indicators

The Leadership Team

The Management Team

Board Report

MDA

Corporate Governance



Five-Year Summary

Auditors Reports - Standalone

Financial Statements - Standalone

Auditors Reports - Consolidated

Financial Statements - Consolidated



EPL at a glance

From the MD & CEO's desk

EPL at a Glance

Sustainability - Commitment at EPL

- Product Sustainability

- Process Sustainability

- People Sustainability

IT Initiatives

Greening Lives, Sustaining Communities

Awards & Recognition

Key Performance Indicators

The Leadership Team

The Management Team

Board Report

MDA

Corporate Governance

Five-Year Summary

Auditors Reports - Standalone

Financial Statements - Standalone

Auditors Reports - Consolidated

Financial Statements - Consolidated

“Leading the Pack Sustainably” reflects on our ambition as the global leader in the area of Sustainable Packaging

EPL Limited, headquartered in Mumbai, India, is one of the world's leading speciality packaging companies. Driven by our differentiating attributes of innovation, customer service, and value- leadership, we have been on an illustrious growth path since our inception in 1982

and have become the preferred packaging partner to the world's largest FMCG brands. Our global manufacturing footprint comprises over 20 state-of-art facilities in nine countries - China, Colombia, Egypt, Germany, India, Mexico, the Philippines, Poland, and the United States.

Our diverse, strong and committed workforce of over 3,200 people (drawn from 21 different nationalities), has helped us in achieving the milestone of manufacturing and supplying over eight billion tubes annually.

We cater to a variety of industries such as Beauty & Cosmetics, Pharma & Health, Food & Nutrition, Oral Care and Home Care.

Position



1st



Largest global manufacturer of Lamitubes

People



3,200+



Team size

~ 8

Billion tube supply

20+

Factories globally

23,949

Capital Employed (₹ million)

75+

Patents granted

Received the World Goldstar packaging awards 2022 in the health and personal care segment



Nationalities



Indians: 37.28%

Other Asians: 20.11%

Others: 42.61%

89%

of development intervention completed for high-potential talent

3%

increase in employee engagement score

Planet



300+

Million tubes made out of recyclable laminates

28%

Reduction in total emission compared to FY21

25%

Reduction in energy consumption compared to FY21



30%

By 2030, we commit to reduce our carbon footprint

Performance

| ₹ million | FY22 | FY21 | Growth |
|------------|--------|--------|----------|
| Revenue | 34,328 | 30,916 | 11.0% |
| EBITDA | 5,783 | 6,155 | (6.0)% |
| Net Profit | 2,144 | 2,391 | (10.3)% |
| EPS (₹) | 6.79 | 7.58 | (10.4)% |
| ROCE (%) | 15.0 | 19.7 | (477)bps |
| Net Debt | 4,645 | 3,127 | 48.5% |
| Capex | 2,755 | 1,760 | 56.5% |

Sales by region



AMESA: 34%

EAP: 24%

America: 21%

Europe: 21%

16.8%

EBITDA Margin

15.0%

Return on Capital Employed



Mission

Capital Efficient, Consistent Earnings Growth

004

EPL LIMITED

ANNUAL REPORT 2021-22

005

Contents

- From the MD & CEO's desk
- EPL at a Glance
- Sustainability - Commitment at EPL
 - Product Sustainability
 - Process Sustainability
 - People Sustainability
- IT Initiatives
- Greening Lives, Sustaining Communities
- Awards & Recognition
- Key Performance Indicators
- The Leadership Team
- The Management Team
- Board Report
- MDA
- Corporate Governance
- Five-Year Summary
- Auditors Reports - Standalone
- Financial Statements - Standalone
- Auditors Reports - Consolidated
- Financial Statements - Consolidated



CLIMATE change is a significant threat, and we can do a lot to mitigate it, whether it's by lowering emissions, reducing our carbon footprint, conserving energy, or collaborating with others to make a major difference. This is more than a goal; it is our pledge to make the world a better place. At EPL, we believe that we can make a significant contribution to environmental protection and resource optimisation for future generations. We have integrated sustainability into our company's strategy, procedures, and core operations, and are developing

a comprehensive sustainability roadmap that will define and lay out our objectives and action plans for transforming our operations in a more sustainable and profitable manner.

We plan to work with and encourage our value chain partners - suppliers and customers - to make ethical business decisions. ESG is a holistic priority area for us at EPL, encompassing Product, Process and People Sustainability.



EPL has joined the United Nations Global Compact (UNGC) in January 2022 to take responsible actions for achieving a better world. We are committed to integrating the UNGC's Ten Principles on Human Rights, Labour, Environment, and Anti Corruption as a part of our business strategy and company culture and support the UN's 17 Sustainable Development Goals (SDGs).



EPL has become a signatory to the Global Commitment towards building a circular economy, an initiative led by the Ellen MacArthur Foundation in collaboration with the UN environment programme.

This commitment is a significant step towards accelerating our sustainability journey.

Contents

| |
|----------------------------------------|
| From the MD & CEO's desk |
| EPL at a Glance |
| Sustainability - Commitment at EPL |
| - Product Sustainability |
| - Process Sustainability |
| - People Sustainability |
| IT Initiatives |
| Greening Lives, Sustaining Communities |
| Awards & Recognition |
| Key Performance Indicators |
| The Leadership Team |
| The Management Team |
| Board Report |
| MDA |
| Corporate Governance |
| Five-Year Summary |
| Auditors Reports - Standalone |
| Financial Statements - Standalone |
| Auditors Reports - Consolidated |
| Financial Statements - Consolidated |





As plastics are gaining share in Packaging, we believe “Product Sustainability” is not a choice anymore. It is our very permission to operate, anywhere in the world.

As a responsible producer of laminates and tubes, we ensure that our products are not just safe to handle, but can be properly managed and disposed of even after use.

We are committed to developing sustainable products that customers want, and their end users expect. Therefore, we offer products that qualify under all the 3R of sustainability Recycle, Reduce and Reuse. Innovation coupled with the high quality-controlled process, operational excellence, and technology leadership provides us the all important competitive edge while reducing waste.

Research & innovation
A core value of EPL is ‘Disciplined Creativity’, which is a seemingly paradoxical approach to being agile and to having a hunger for more that unlocks unlimited opportunities for success. The ‘Creativity and Innovation (C&I)’ function at EPL leads the research and development of innovative and sustainable products

and are the key drivers of our growth as a leading global player. The C&I team has successfully amalgamated its deep knowledge of polymer science, conversion process and engineering to focus on developing sustainable tubes. The innovation team leads the research in areas such as barrier science, product resistivity, product migration, scalability, and regulatory compliance. Furthermore, the product development teams build on this research and interact with customers to provide appropriate solutions like structure finalisation, colour, shoulder and cap type, and decoration possibilities. Based on approvals, we then develop mock-up samples and undertake stability studies with ingredient materials. Every year at EPL, we spend around 2% of our total annual revenue towards investment in innovation.

Over last two years, a sizeable amount has been spent on developing products that are recyclable, reusable and reducible.



Platina and Platina Pro tubes with less than 5% barrier resin have Recognition from the association of Plastics Recyclers (APR), USA, as meeting or exceeding the most strict APR HDPE Critical Guidance criteria.

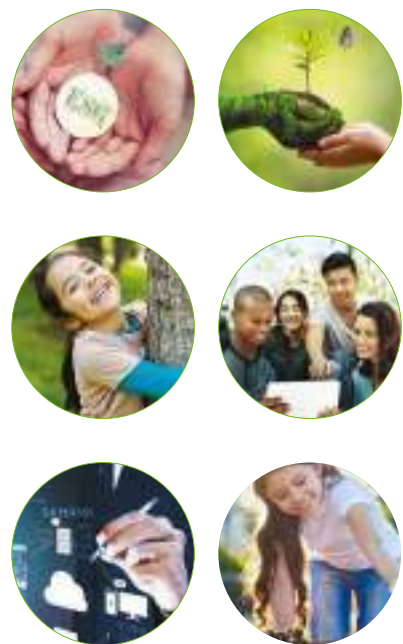
Creating a circular economy, designed to simultaneously benefit businesses, society, and the environment is crucial. We need to reimagine entire value chain. Linear ‘takemake-waste’ models of the past are passé, and we need to design for regeneration, gradually decoupling growth from the consumption of finite resources.
Hariharan K Nair,
President, Creativity & Innovation



EPL's Etain tubes has won the European Tube Manufacturers Association's (ETMA) award in the “Sustainability” category

Contents

| |
|----------------------------------------|
| From the MD & CEO's desk |
| EPL at a Glance |
| Sustainability - Commitment at EPL |
| - Product Sustainability |
| - Process Sustainability |
| - People Sustainability |
| IT Initiatives |
| Greening Lives, Sustaining Communities |
| Awards & Recognition |
| Key Performance Indicators |
| The Leadership Team |
| The Management Team |
| Board Report |
| MDA |
| Corporate Governance |
| Five-Year Summary |
| Auditors Reports - Standalone |
| Financial Statements - Standalone |
| Auditors Reports - Consolidated |
| Financial Statements - Consolidated |



With renewed energy at EPL, we have adopted three-pronged approach towards innovation.



Market-led innovation
Our customer needs define and form the core of our research activities. We get involved with our customers to conceptualise path-breaking and innovative ideas and execute them. We provide customized and novel product packaging solutions for various applications. These applications may broadly be categorized into Beauty & Cosmetics, Pharma & Health, Food & Home and Oral care segments.



Technology-driven innovation
For a sustainable future for all, EPL is developing its capabilities to partner with customers and abreast them on evolving customers behaviour, market and categories that are growing. For this, EPL is working towards providing newer and better functionality to the tubes such as soft touch, high clarity - UV barrier, authentic and holographic technologies etc.

EPL has a clear 3-R approach for its product portfolio development thus contributing to a circular economy:



Reduce
Using next generation polymers, design, and recipes to develop webs with enhanced functionality, that can help in reducing the thickness and lead to source reduction.



Reuse
EPL seeks raw materials that can protect the product and have lower environmental and social impact. With packaging innovation at the heart of our value chain for driving sustainability, we strive to include more post-consumer recycled (PCR) material having FDA NON. PCR materials have lower carbon footprint than virgin materials. By using PCR in the tube sleeves and shoulders thus enables the reuse of resins and reducing fresh demand. At present we offer tubes with up to 50% PCR content. From previous year our sales of PCR laminate has doubled for Etain tubes in quantity. EPL is also exploring the usage of Post Industrial Recycled Resins as an alternative to virgin resins. EPL aspires for the day, when every tube made by us will have a composition of PCR or PIR resins in it.



Recycle
We have focused on replacing traditional barrier materials like Aluminum foil and Ethylene Vinyl Alcohol (EVOH) with water based barrier coatings that are recycle friendly. This has effectively made 100% of the tube material recyclable into the PE stream. Our fully recyclable Platina tube and caps are certified as 100% recyclable by The Association of Plastic Recyclers (APR) and RecyClass European certification for 'Code 2' (recycling), making it the first specialty packaging tubes and caps to be recognised as 100 per cent recyclable, globally. This year, Platina laminate has been a highlight as its acceptance and demand has increased 10 times by quantity as compared to FY2019-20.

Contents

| |
|----------------------------------------|
| From the MD & CEO's desk |
| EPL at a Glance |
| Sustainability - Commitment at EPL |
| - Product Sustainability |
| - Process Sustainability |
| - People Sustainability |
| IT Initiatives |
| Greening Lives, Sustaining Communities |
| Awards & Recognition |
| Key Performance Indicators |
| The Leadership Team |
| The Management Team |
| Board Report |
| MDA |
| Corporate Governance |
| Five-Year Summary |
| Auditors Reports - Standalone |
| Financial Statements - Standalone |
| Auditors Reports - Consolidated |
| Financial Statements - Consolidated |



Process Sustainability



EPL drives sustainability across its global operations and strives to reduce its environmental impact. Over three decades, we have been the customer's preferred choice for many reasons, but foremost being our mastery in technology.

We have always stayed at the forefront of technology to deliver better quality, at lower cost, and lesser time. Our movement towards greater digitisation, automation, and continuous process improvement is focused towards maintaining our lead in reducing the GHG emissions, improving energy management, and ensuring water security and waste reduction.

We have adopted a proactive approach to address environmental and social impact of our operations by integrating Harmonized Manufacturing Policy in our operations. Our Harmonised Manufacturing Policy (HMP) reaffirms our commitment to environmental performance and provides precise environmental management requirements that must be met in operations. HMP provides an Integrated Management system and adopts clauses of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 15378: 2017, ISO 22716: 2007, ISO 50001:2018, and BRCGS packaging materials issue. Through this policy, we adhere to operate in compliance with applicable environmental laws and EPL global EHS standards. This helps us conserve resources, minimise

waste and avoid emissions and discharges from our operations.

Furthermore, we have engaged external certification bodies to rate and certify the application of these policies in addition to periodic internal audits and reviews. Internal reviews of environmental performance and environmental issues are conducted on a regular basis. Our factories have also undertaken a thorough Environmental Due Diligence Assessment (EDDA) to identify and quantify potential environmental, health, and safety hazards associated with their operations.

The focus areas on process sustainability are: Emission reduction, Energy conservation, Water stewardship and Waste management.

Energy Conservation

We believe that energy is the most crucial part of nation building and a key component in the wheel driving towards a more sustainable future. Through better operational efficiency, conservation techniques, and expanded incorporation of renewable energy sources in the energy mix, we are developing an energy efficient culture. We are making significant efforts to regulate the energy consumption at our operational locations to contribute to the nationally determined emissions targets set under the Paris Agreement.

The energy-intensive nature of our business activities not only stimulates us to reduce our energy consumption, but also to increase the percentage



Contents

From the MD & CEO's desk

EPL at a Glance

Sustainability - Commitment at EPL

- Product Sustainability

- Process Sustainability

- People Sustainability

IT Initiatives

Greening Lives, Sustaining Communities

Awards & Recognition

Key Performance Indicators

The Leadership Team

The Management Team

Board Report

MDA

Corporate Governance







Five-Year Summary

Auditors Reports - Standalone

Financial Statements - Standalone

Auditors Reports - Consolidated

Financial Statements - Consolidated



Process Sustainability

of clean energy in the energy mix. We analyse our energy performance at all our operating locations on a regular basis to achieve resource conservation. Our commitment to responsible consumption drives us to look for ways to save energy and adopt eco-friendly alternatives.

Direct energy consumption includes the usage of fuel such as diesel and natural gas for various purposes. Indirect energy consumption includes the electricity purchased from the grid and energy from renewable sources. Our energy consumption this year has been 77,270 MWh, which is a reduction of 25% from the previous year.

Water Stewardship
Water is necessary for a healthy society, economy and environment. Today, 2 billion people living in water stress nations - the difference

between water availability and use - is a serious issue. We are committed to use water responsibly to enhance water efficiency. As water stewards, we are working to preserve and safeguard water resources via innovation and collective action, with the goal of ensuring that everyone has access to a secure and reliable water supply in the future. Our business operations are not water intensive. There is a minimal dependency of operational activities on water as it is utilized only for cooling purposes, and not involved in production-related activities. Whenever possible, we attempt to reduce the amount of fresh water used in our processes by using recycled water.

Constantly reducing water use and managing it in our operations is part of our worldwide sustainability

commitment. Cent per cent of our operational sites are required to report water consumption as part of our ongoing "Sustainability goals". Schneider's Resource advisor platform has been used for the monitoring and reporting of the water data. Metrics for each site's performance toward sustainability targets are tracked in our global database. Site champions enter the water use data each time they receive a bill or via meter readings where relevant. Progress on water usage is reported quarterly to our Global Sustainability Steering committee. In FY 2021-22, we recycled 43.67 ML of water and reused the same in the operational locations.

Waste Management
Due to the growing population, increase in urbanisation, and rising consumption levels, waste generation has significantly increased. Better

Waste management is required to not only protect natural resources, biodiversity, and human life but also for a beneficial economic impact. Better recycling of waste materials will help the company economically as the amount spent on virgin raw materials will get reduced. We concentrate on reducing the waste generation at the source, waste segregation for better management, and disposing of waste responsibly. We are also working hard to apply the waste management hierarchy to all our trash. The aim is to reduce the amount of waste generated by our activities by employing strategies that reuse and recycle the garbage in an environmentally responsible manner. Schneider's Resource advisor platform has been used for the monitoring and reporting of the waste data.

Project Liberty
Project Liberty is a first of its kind, path breaking attempt to recycle multilayer laminates, which consist of aluminum in the structure.

EPL uses two basic structures to make laminated tubes: Plastic Barrier Laminates (PBL) tubes made of all Plastic layers and are easily recyclable, and Aluminum Barrier Laminate (ABL) tubes made with combination of polymers and has aluminum foil as the barrier layer.

ABL poses challenges in recycling and we are working relentlessly over the last five years, on developing a solution to separate the polymer and aluminum. With Project Liberty, the polymer fraction can be recovered from ABL tubes and the same can be recycled for various applications. The recovered aluminum metal also shall go as metal scrap for re-use, thereby making every single tube recyclable.

The main objective of launching Project Liberty is to establish a traceable and sustainable recycling process, which will not only fulfil the company's vision of "every single tube made by EPL is recyclable" but will also help all its partners across the value chain including the Brand Owners, in achieving their sustainability goals/commitments to their stakeholders. With Project Liberty, EPL has taken the leap ahead towards recycling all its tubes.

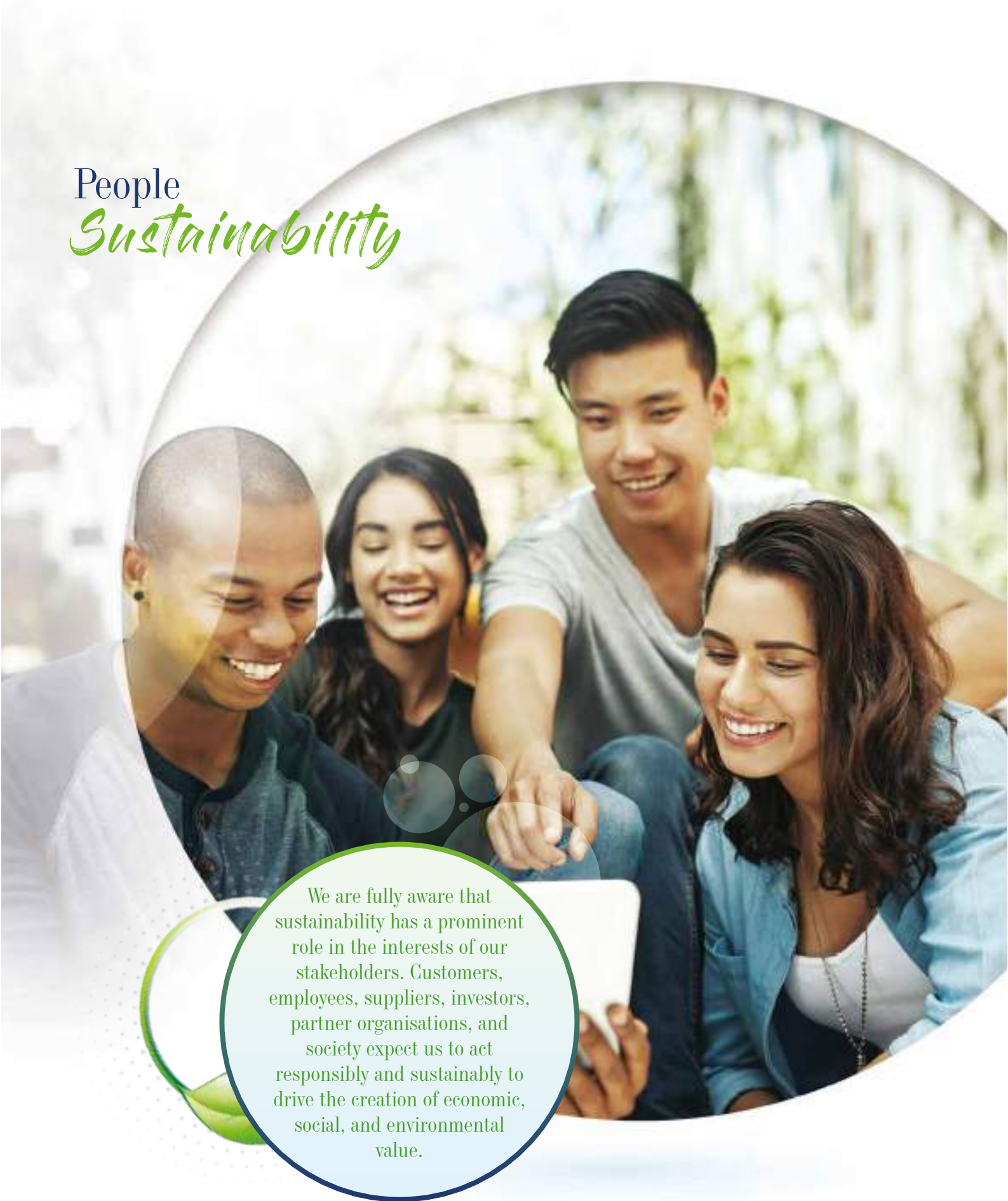
Currently EPL is executing this project in two phases beginning with phase 1 in India, where we have started recycling tubes and laminate scrap from 3 major factories.

Contents

| |
|----------------------------------------|
| From the MD & CEO's desk |
| EPL at a Glance |
| Sustainability - Commitment at EPL |
| - Product Sustainability |
| - Process Sustainability |
| - People Sustainability |
| IT Initiatives |
| Greening Lives, Sustaining Communities |
| Awards & Recognition |
| Key Performance Indicators |
| The Leadership Team |
| The Management Team |
| Board Report |
| MDA |
| Corporate Governance |
| Five-Year Summary |
| Auditors Reports - Standalone |
| Financial Statements - Standalone |
| Auditors Reports - Consolidated |
| Financial Statements - Consolidated |



People Sustainability



We are fully aware that sustainability has a prominent role in the interests of our stakeholders. Customers, employees, suppliers, investors, partner organisations, and society expect us to act responsibly and sustainably to drive the creation of economic, social, and environmental value.

Working with all our stakeholders is essential to furthering our sustainability commitments. For this reason, all our Human Capital policies and strategy are reviewed and revised based on the feedback received in various communication forums, industry benchmarks and best practices.

The strong commitment of employees enables us to overcome challenging business and economic situations and emerge stronger.

At EPL, we aim to create a diverse, dynamic people environment that encourages learning and growth. We want our employees to feel appreciated and be comfortable bringing their authentic and whole selves to work. We have established strong systems of nurturing talent; backed by robust people development processes, mentoring, career development programmes and employee engagement initiatives. We strive to support each other and help our communities, where we operate.

In FY 2021-22, EPL had 3217 permanent employees across all our regions in addition to contractual employees and 222 apprentices. We are consistently striving to improve gender diversity and maintain a balance proportion of age diversity at our all sites and offices.

Hiring and Retention

As with any other business, high demand for talent globally impacts employee turnover. We aim to address this by fostering an empowered organisation that is lean and professional. Our approach toward people development is the creation of a value-driven, empowered, productive, and safe workplace. We have established contemporary HR practices such as career planning, competitive remuneration, performance management system, performance linked pay, stock options and skills & competency training across the company and its subsidiaries. Top talent is given the opportunity to move across functions and geographies. Employee engagement surveys are carried out annually and the findings are used to further improve employee satisfaction. A recent survey by Spencer-Stuart validated the strength of EPL's leadership culture, placing us among the top firms in their global database.

