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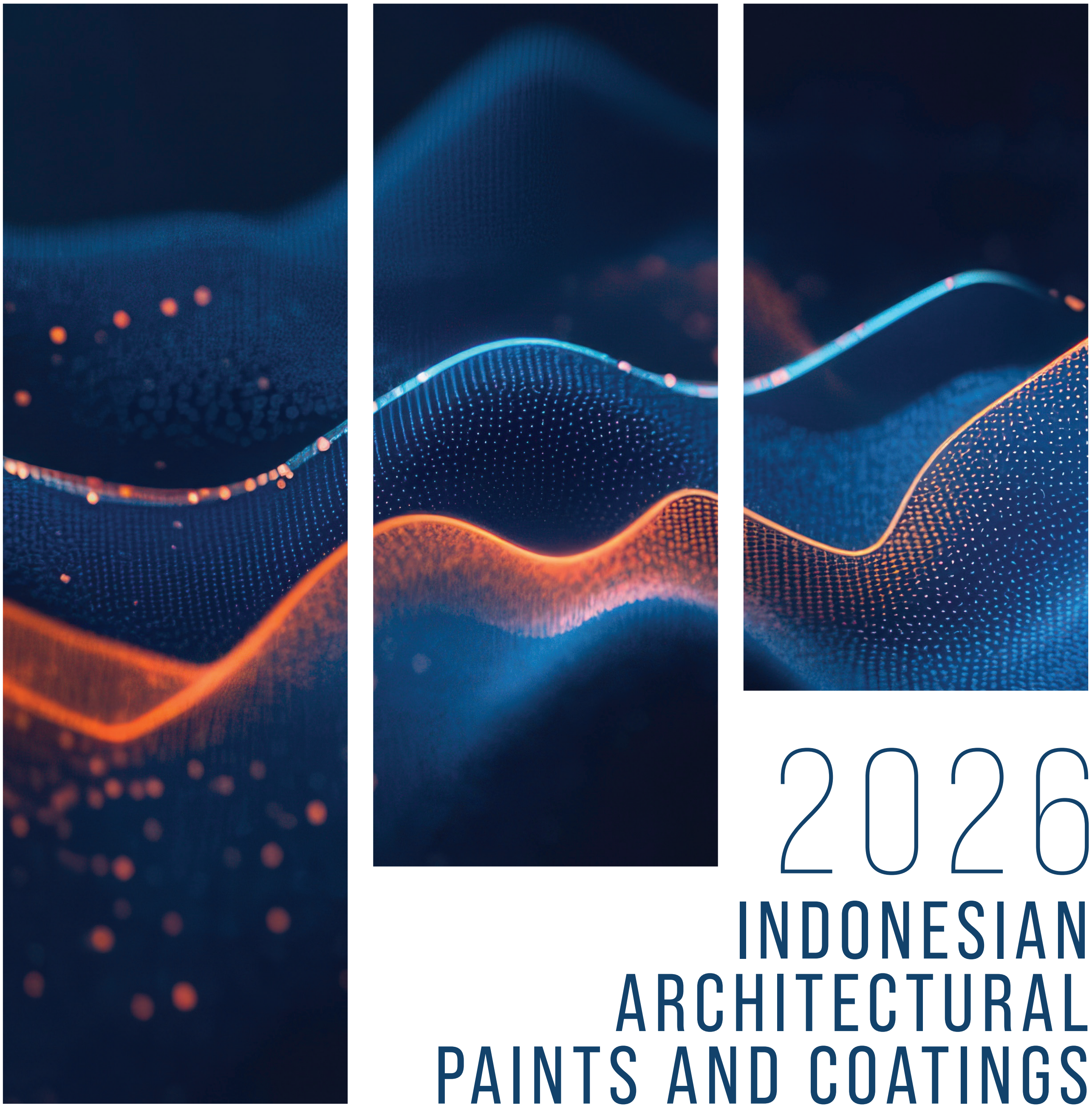

2026 INDONESIAN ARCHITECTURAL PAINTS AND COATINGS

MARKET LEADERSHIP

Avian
BRANDS

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Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. PT Avia Avian Tbk. excels in many of the criteria in the architectural paints and coatings space.

RECOGNITION CRITERIA	
Growth Strategy Excellence	Technology Leverage
Implementation Excellence	Price/Performance Value
Brand Strength	Customer Ownership Experience
Product Quality	Customer Purchase Experience
Product Differentiation	Customer Service Experience

Avian Brands: Vertically Integrated, Nationwide, and Built for Scale

Established in 1978 and headquartered in East Java, Indonesia, PT Avia Avian Tbk. (Avian Brands), manufactures and distributes paints and building materials across the country. It also runs an integrated production model and has two business segments: Architectural Solutions (paint and coating manufacturing) and Trading Goods (pipes, furniture, and supporting hardware).

Avian Brands has two manufacturing factories (Sidoarjo and Serang), making it one of the largest paint manufacturers in Indonesia. The Sidoarjo factory (East Java) spans 11 hectares and produces over 213,000 tons annually. It has a fire protection system that includes a 1,500-gallon-per-minute hydrant pump, 36 hydrant pillars, and 325 fire extinguishers. The Serang factory (Banten) serves Western Indonesia, focuses on resins, solvent-based paints, water-based paints, and mortar, spans four hectares, and produces 72,000 metric tons per year. Both factories hold ISO 9001, ISO 14001, and ISO 45001 certifications and have earned the Blue PROPER rating from Indonesia's Ministry of Environment and Forestry for environmental performance.[1] Moreover, Avian Brands' team of over 90 chemists working across 11 laboratories (labs) ensures high product quality and fast development, innovating an average of more than 10 new products a year.[2]

Avian Brands actively serves households and painters and has been expanding into project-based business-to-business and commercial channels, targeting local contractors, architects, interior designers, and corporations in the plantation and mining sectors. The company's architectural range includes wall paint, wood and metal paint, waterproofing coatings, wood care products, roof paint, and instant cement. It markets these products under established brand names, including Avian (wood and metal paint), Avitex (wall paint), No Drop (waterproofing coating), Lenkote (wall paint), Giant Mortar (instant cement), and

Absolute (roof coating). The Trading Goods segment offers products such as rollers, brushes, tape, sandpaper and PVC pipes.

Avian Brands distributes nationwide through its subsidiary, PT Tirtakencana Tatawarna. Few paint manufacturers in Indonesia control both production and nationwide distribution the way Avian Brands does through its subsidiary. This combination gives the company fast, consistent product availability across a geographically fragmented market that spans thousands of islands.

Reading Headwinds Early and Turning Them Into Advantage

As a forward-looking company, Avian Brands closely monitors the industry landscape and prepares for challenges and changes. In 2025, the market experienced intensified competition and softer consumer purchasing power, precipitated by local and global economic volatility. The company addressed these pressures by bolstering its market position and capturing a higher share through service excellence, better retail execution, and expanded distribution. Raw material prices were also a persistent issue, largely due to the depreciation of the Indonesian Rupiah (IDR) against the United States Dollar, with some input costs linked directly to foreign currency. Avian Brands responded with strategic price adjustments paired with disciplined cost management across the organization. This approach ensured profitability while sustaining the company's competitiveness.

Over the next three to five years, Avian Brands expects repainting cycles (especially within the retail segment) to support the Indonesian paint market. Demographic and cultural patterns alongside seasonal repainting before festive periods (e.g., Lebaran) fuel demand. Moreover, many homes in the country, particularly in rural and lower-income areas, are unpainted or under-painted, leaving substantial room for growth as household income rises and urbanization increases.

> *"Frost & Sullivan acknowledges that Avian Brands' product innovation strategy pairs a technical solution with a specific failure point instead of introducing generalized line extensions. This pattern indicates that the company's RDI process starts from field-level complaints, not competitor benchmarking. Moreover, its backward integration functions as a hedge against the exact volatility that forces competitors to raise prices or shrink margins."*
>
> ***- Iqra Azam***
> ***Best Practices Research Analyst***

Avian Brands also anticipates incremental growth from new housing developments and government housing initiatives, as these can drive future repainting demand. The company expects retail to remain its key expansion engine over the next few years, while it continues to invest discerningly in the project and business-to-business segments to capture opportunities. For 2026, Avian Brands' top strategic priority is to realize double-digit sales while magnifying market share.

In 2025, Avian Brands' most significant milestone was its 16.67%[1] equity investment in PT Dextone Lemindo (Dextone), a leading Indonesian manufacturer of adhesives and sealants with over 30 years of experience. Dextone's product line carries strong synergy with Avian Brands' existing customer base and distribution network. In May 2025, the company started distributing Dextone products through its

[1] Written Questionnaire (Courtesy of Avian Brands, July 2026)

centers, and by the fourth quarter, it introduced an economy-tier line under the Dextone umbrella, DexBond, to widen the category's price coverage. This integration turned every paint delivery vehicle into a multi-category supply vehicle, letting retail store owners source paints and adhesives through one trusted supply chain rather than juggling separate vendor networks. The move allowed Avian Brands to leverage its existing distribution infrastructure to enter an adjacent, complementary category without having to establish a separate nationwide channel.

The commercial results appeared quickly. Customer acquisition doubled from a historical average of roughly 1,000 new transacting retail outlets per quarter to more than 2,000 per quarter in 2025, broadening Avian Brands' active network past 60,000 transacting accounts. Against this backdrop, Avian Brands reported IDR 8.1 trillion in net revenue and 7.4% growth in sales volume in 2025, while the Dextone investment added a new avenue for category expansion.[2] It also pushed Avian Brands further into a multi-category role at the retail level and showed how quickly the company can turn a new stake into a commercial synergy.

Frost & Sullivan recognizes that Avian Brands' distribution network absorbed a new product category without added infrastructure cost, showing the company can scale into adjacent markets through current assets. This combination of cost discipline and pricing actions helped Avian Brands sustain volume growth despite currency and input-cost pressures.

A Nationwide Distribution Network That Creates a Structural Competitive Advantage

Nationwide distribution with unmatched speed and consistency is among Avian Brands' strongest strategic moats and a key barrier to entry for competitors. The company added five wholly owned distribution centers in 2025, raising its total network to 182[3] facilities and bolstering market penetration.

Due to its ecosystem's interconnectedness, the company wrapped up 2025 with a 90% fulfillment rate on one-day deliveries[4], a figure it held even through the global container shortage that hit the wider industry earlier in the year. Where competitors ran into stock shortages and delivery delays, Avian Brands maintained buffer stock across its network to keep supplying retailers without interruption, which did more for customer trust than any single marketing push could. A connected technology layer ties the company's physical network together. This includes its enterprise resource planning system, warehouse management system, and Sales Force Automation (SFA) platform.

The company also runs a tight financial operation. Credit management across over 60,000 direct accounts holds a roughly 90% on-time collection rate, with bad debt staying close to zero even in tougher economic stretches.[5]

Backed by 150 technicians stationed at its distribution centers, Avian Brands has a 24-hour turnaround on tinting machine problems and other customer issues, and routine preventive maintenance keeps most problems from surfacing at all. Reach, speed, and responsiveness empower the company to adjust quickly as industry shifts, even in remote or underserved parts of Indonesia.

[2] Ibid.
[3] Written Questionnaire (Courtesy of Avian Brands, July 2026)
[4] Ibid.
[5] Ibid.

By expanding its footprint, Avian Brands maintains solid market coverage, improves product availability, and delivers service excellence at the retail level. This capability matters most in Indonesia's fragmented retail market, where speed, availability, and outlet relationships determine market share.

The retail segment catalyzes most sales for Avian Brands. The company recognizes the potential in newer growth areas, particularly the project segment. Instead of pursuing large-scale developers that typically demand lower margins and extended payment terms, Avian Brands partners with mid-sized developers, where it can maintain healthy margins and stronger receivable turnover. As part of this approach, the company actively engages contractors, architects, property developers, and government organizations to build confidence in its products. Its contractor gathering program (initiated in March 2023) has engaged more than 7,000 participants to date.[6] Avian Brands' research, development, and innovation team works on tailored products for project-based customers.

Avian Brands' Cirebon facility is a deliberate investment in its development and manufacturing footprint. The company expects to commission it in mid-2026, and it will help the company meet future customer requirements. A second production base also means fewer availability and service gaps, since output is no longer riding on one site's capacity.

Sidoarjo currently carries the bulk of production, and some lines there, water-based products specifically, are already running past their ideal utilization level as demand climbs. Cirebon will take this pressure off and mirror Sidoarjo's scope, including resin and packaging production. Moreover, its greater degree of automation would translate into steadier output, tighter quality control, and quicker turnaround on customer requirements.

From Sales Force Automation to a Lab Bottleneck Solved In-House

Avian Brands' digital and operational systems function as an integrated framework rather than as standalone tools, spanning production, distribution, sales execution, and accounts receivable collection. This structure empowers the company to maintain visibility, control, and consistency across its large, complex network.

In 2015, Avian Brands was among the first paint companies to implement the SFA system. The company has since transformed it from a reporting tool into a full execution platform that helps the sales team manage a large portfolio of stock keeping units (SKUs), meet targets, and better serve retail outlets. The SFA also incorporates customer data, allowing sales representatives to make the right product recommendations - a capability that matters in a business with many SKUs, varied customer segments, and fast-moving retail dynamics. Avian Brands has also equipped its staff with tablets and real-time data to enhance output and keep customer knowledge inside the company's systems instead of locked in any one employee's head. Furthermore, its SFA system gives Avian Brands visibility into sales performance, outlet coverage, product movement, and gaps, enabling it to identify and address issues promptly.

Placing employee-led innovation at its core, the company hosts an annual internal Gugus Kendali Mutu (GKM) competition, alongside a corporate suggestion system and a strict 5R framework (Ringkas, Rapi, Resik, Rawat, Rajin). Many innovations go beyond paint creation, including digital solutions that can

[6] Ibid.

enhance operational efficiency. For example, Avian Brands' research and development (R&D) Color Matching team built an automated tracking tool that won the internal GKM competition.

Before this innovation, keeping track of physical paint samples and logging test panel results during color-matching work relied on manual entry, making it slow and error-prone. Avian Brands' team solved this with two changes to the company's digital setup. First, they built a centralized barcode system printed straight onto physical test panels, tying each sample directly to the company's Laboratory Information Management System (LIMS). Second, they built new tracking functions into LIMS itself, so the system now watches panel status on its own and produces compliance reports the moment results are ready, cutting out manual compilation entirely.

Pairing digital automation with employee insight paid off in the lab. Removing manual data entry meant color formulation approvals moved noticeably faster. Linking barcodes directly to the system also closed off room for sample mix-ups and gave quality control a clean audit trail to rely on. Moreover, moving report generation onto the automated system cut out paper handling and eased the administrative load on both R&D and manufacturing staff.

> *"Frost & Sullivan finds it impressive that Avian Brands has converted sustainability compliance into a direct revenue line. This combination of ESG index inclusion and top-decile third-party scoring gives the company external validation that its governance and environmental practices hold up to outside scrutiny, not just internal reporting."*
>
> ***- Mahendra Chahar***
> ***Principal Consultant, Chemicals, Materials & Nutrition***

Frost & Sullivan finds that Avian Brands rewards operational initiative through internal competition, not a top-down mandate. The GKM framework turned a lab bottleneck into a documented, repeatable fix, demonstrating that enhancement at the company starts with the people closest to the problem.

Winning Loyalty and Market Share by Solving Specific Problems

The paint industry runs on brand loyalty; therefore, Avian Brands builds engagement at every level of its value chain. The Avian Brands Priority Customer (ABPC) program covers retail stores, the Mitra Avian Brands (MAB) application emphasizes painters, and separate incentives target the shop staff who steer daily purchase decisions at the counter.

The ABPC program serves the company's direct customers, building robust relationships, prompting repeat transactions, and increasing product focus at the store level. For painters, Avian Brands has a coupon-based loyalty program that allows painters to redeem coupons for cash, either directly through the MAB application or through shop staff. Painters carry real weight in shaping which brand a customer ends up buying, so rewarding them directly and keeping the redemption process simple fosters trust that galvanizes repeat business and stronger word-of-mouth recommendations.

Beyond these loyalty programs, the Avian Brands Training Center runs education sessions for painters, shop employees, contractors, students, and other stakeholders, covering product knowledge and application technique. This groundwork promotes awareness and confidence customers need to try existing and new products. Taken together, this layered approach to engagement enhances brand loyalty, catalyzes higher purchases, and reinforces Avian Brands' leading position.

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In 2025, several brand-building initiatives translated into measurable outcomes across distinct stakeholder groups. To strengthen trust during softer market conditions, Avian Brands expanded its regional customer gathering events across multiple territories, including Surabaya and Jakarta. The company also realized an 8.2% year-on-year sales volume gain in the third quarter.[7]

For architects, contractors, and project stakeholders, Avian Brands' 2025 environmental, social, and governance (ESG) roadmap, framed under the theme "Leading with Color, Inspiring with Sustainability," shifted most paints toward water-based, low-emission formulations built on green active technologies. One milestone was a partnership with SUN Energy to install large rooftop solar systems at the company's flagship Sidoarjo and Serang factories. It also acquired new international patents and became the first paint company in Indonesia to earn the government's Green PROPER (PROPER Hijau) rating.

For future architects and industrial designers, Avian Brands engaged institutional and creative-sector stakeholders through educational initiatives such as the "Coloring the Future 2025" campaign, run in collaboration with major architectural institutions, including the ITI Architecture Study Program. Company marketing staff walked students through paint technology, color application, and structural properties, planting early brand familiarity and technical credibility with the specifiers and architects of the future.

For consumers, the Avian Innovation Center and its RDI team rolled out 12 new architectural products in 2025[8], underscoring its commitment to innovation, portfolio breadth, and long-term success. This helps the company address different customer needs and price points and compete more effectively across categories. Among the new offerings are Avian Platinum for wood and iron surfaces, a two-component No Drop Kolam Ikan , No Drop Anti Panas, and No Drop Beton & Batu Alam.

Each launch addressed a specific application challenge, strengthening portfolio relevance across customer segments. This product breadth, combined with Avian Brands' established distribution and brand equity, supports its leading position in the market.

Among the new products, two major extensions received higher market acceptance and commercial impact. The first category built out the "No Drop" waterproofing line with several new variants, each aimed at a gap the standard lineup could not cover on its own. No Drop Anti Panas paired water insulation with heat-reflecting technology, tackling both moisture and indoor heat in one product where traditional options handled only one or the other. No Drop Kolam Ikan provides contractors a non-toxic, two-part, high-pressure sealant built specifically for fish ponds and other aquatic masonry work, closing a safety gap that generic sealants left open. No Drop Spray answered growing demand for do-it-yourself fixes with an aerosol format that seals small cracks, gutters, pipes, and roof ridges without a roller or brush. No Drop Cat Dasar, a primer, and No Drop Plamir, a putty, both target surface prep, giving painters and contractors an alkali-resistant base coat and a moisture-sealing filler that stop topcoat peeling, efflorescence, and seepage through hairline cracks before they start. No Drop Beton & Batu Alam rounds out the line, aimed at architectural preservation work, protecting natural stone from moisture and mold while leaving its original finish untouched.

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[7] Written Questionnaire (Courtesy of Avian Brands, July 2026)
[8] Ibid.

The second extension, Avian Brands' certified eco-friendly series (including Avitex Top, Avitex Tekstur, Avitex Metallic, and Avitex Wall Sealer), fills a gap for affordable interior paints that comply with modern green-building rules that developers and health-conscious buyers increasingly ask for.

Vertical integration and RDI capability underpin Avian Brands' innovation pipeline and support quality consistency, value-for-money, and supply reliability against local and international competitors. The company has built backward integration capabilities since 1986, beginning with in-house resin production and followed by metal can packaging in 1992. Today, the company makes a large share of its own raw materials in-house: 96% of its resin, 22% of its packaging, and 73% of its colorant, eliminating reliance on outside suppliers and imports, keeping supply and quality consistent, and protecting margins when raw material prices swing or the Indonesian Rupiah weakens.[9]

The company's tinting machine network allows retailers to offer a wide color range without carrying extra finished-goods stock, giving shoppers more choice while easing the working capital burden on the retailer. Because tinting happens right at the point of sale, orders get filled faster, and Avian Brands' broad range of tintable products gives retailers and consumers more to choose from across categories and price points than most competitors can match.

Frost & Sullivan acknowledges that Avian Brands' product innovation strategy pairs a technical solution with a specific failure point instead of introducing generalized line extensions. This pattern indicates that the company's RDI process starts from field-level complaints, not competitor benchmarking. Moreover, its backward integration functions as a hedge against the exact volatility that forces competitors to raise prices or shrink margins. When the Rupiah weakens or raw material costs spike, a company sourcing resin and colorant externally must choose between absorbing the hit or passing it to customers; Avian Brands does neither, because it already owns the input. That structural insulation helps the company keep costs stable while rivals flinch and magnifies its market share.

Satisfaction Claims Backed by Transactional Proof

Avian Brands monitors customer satisfaction through bi-yearly quantitative surveys, operational service level tracking, and transactional dealer analytics. In 2025, the company's average realization score came in at 3.39 out of 4.00, which lands in its own "good" bracket and sits just under its internal target of 3.50.[10] Management pulls directly from this survey to spot where product quality or support needs work.

Sentiment surveys only tell part of the story, so Avian Brands also tracks the raw count of unique transacting retail customers each quarter. Within the architectural solutions segment specifically, the count climbed from 53,779 (in 2024) to 55,539 (in 2025).[11]

Complaints run through an integrated internal quality control system, monitored alongside manufacturing efficiency figures such as Overall Equipment Effectiveness, and every complaint moves through a corrective action process so that a bad field experience results in a product or service fix. Moreover, it bundles service guarantees (e.g., HomeCare by Avian Brands) with certified installation and a performance guarantee, taking the risk out of the purchase for the end customer.

[9] Ibid.
[10] Written Questionnaire (Courtesy of Avian Brands, July 2026)
[11] Ibid.

Avian Brands backs up its customer satisfaction claims with hard transactional evidence. Its active customer base grew across every measured channel in 2025, providing behavioral evidence that the company's customer-engagement and service model is translating into a larger active customer base.

Sustainability Investment Confirmed by Revenue and Ratings

In 2025, Avian Brands advanced its sustainability performance across emissions reduction, energy efficiency, eco-friendly product development, waste management, responsible sourcing, and community and employee initiatives. It also rolled out the Avian Brands Sustainability Strategy (ABSS), a long-term framework that brings every green effort under one roof. ABSS gives the company one structured roadmap, built on four pillars (product, environment, people and community, and governance).

Sustainability is an active business driver, and it delivers tangible commercial value across several dimensions. On direct revenue, sales from Green Label Singapore-certified products climbed from just 3.1% of architectural solutions revenue in 2021 to 24.4% in 2025, with the certified product count growing from 16 to 40 over the same stretch and three more products in the pipeline.[12]

Additionally, Avian Brands holds a place in major ESG indices, including the ESG Quality 45 IDX KEHATI, ESG Sector Leaders IDX KEHATI, IDX ESG Leaders, and SRI-KEHATI. On the FTSE Russell ESG Rating, the company scored 4.0, putting it at the 88th percentile and inside the top 12% of global peers in the Building Materials & Fixtures subsector, with maximum marks in Environmental Supply Chain, Labor Standards, Human Rights & Community, and Anti-Corruption.[13] Taken together, these indicators provide external validation of Avian Brands' ESG practices.

Frost & Sullivan finds it impressive that Avian Brands has converted sustainability compliance into a direct revenue line. This combination of ESG index inclusion and top-decile third-party scoring gives the company external validation that its governance and environmental practices hold up to outside scrutiny, not just internal reporting.

Conclusion

Harnessing 48 years of industry expertise, PT Avia Avian Tbk (Avian Brands) has built a business that few competitors can match end-to-end. It ensures uninterrupted production through two certified factories, owns nationwide distribution through PT Tirtakencana Tatawarna, and has a meaningful share of its own raw material inputs, giving it cost stability that other players cannot replicate. With the largest market share in Indonesia's decorative paints and coatings market, Avian leads the industry. The Dextone investment demonstrates how fast Avian Brands can turn a new stake into commercial results. Product innovation stays grounded in field-level problems rather than competitor benchmarking, and sustainability has moved from a compliance cost to a real revenue line.

With its strong overall performance, PT Avia Avian Tbk. earns Frost & Sullivan's 2026 Indonesia Market Leadership Recognition in the architectural paints and coatings industry.

[12] Ibid.
[13] Ibid.

What You Need to Know about the Market Leadership Recognition

Frost & Sullivan's Market Leadership Recognition identifies the company that achieved the greatest market share resulting from outstanding performance, products, and services.

Best Practices Recognition Analysis

For the Market Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Growth Strategy Excellence: Company demonstrates an ability to consistently identify, prioritize, and pursue emerging growth opportunities

Implementation Excellence: Company processes support efficient and consistent implementation of tactics designed to support the strategy

Brand Strength: Company is respected, recognized, and remembered

Product Quality: Products or services receive high marks for performance, functionality, and reliability at every stage of the life cycle

Product Differentiation: Products or services address a market niche through a combination of price, quality, or uniqueness that other companies cannot easily replicate

Technology Leverage: Company is committed to incorporating leading-edge technologies into product offerings to enhance product performance and value

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Purchase experience quality assures customers that they are buying the optimal solution for their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

		VALUE IMPACT	
STEP		WHAT	WHY
1	**Opportunity Universe**	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	**Transformational Model**	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	**Ecosystem**	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	**Growth Generator**	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	**Growth Opportunities**	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	**Frost Radar**	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	**Best Practices**	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	**Companies to Action**	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

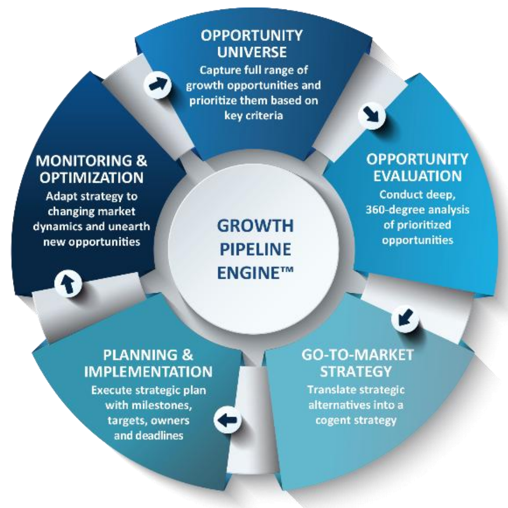
The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Megatrend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)