

MANAGEMENT DISCUSSION AND ANALYSIS

TEN-YEAR REVIEW

Standalone

RESULTS FOR THE FINANCIAL YEAR	2025-26	2024-25 [#]	2023-24 [#]	2022-23	2021-22	2020-21 ^{**}	2019-20 ^{**}	2018-19 ^{**}	2017-18 ^{**}	2016-17 ^{**}
INCOME STATEMENT										
Revenue from sale of products and services (Net Sales)	30,680.2	29,421.1	31,093.8	29,953.1	25,002.1	18,280.1	17,025.6	16,209.4	13,923.3	12,524.5
Other operating revenue	89.2	131.5	133.2	125.3	186.4	236.8	168.5	182.3	230.4	198.3
Revenue from Operations	30,769.5	29,552.7	31,227.0	30,078.4	25,188.5	18,516.9	17,194.1	16,391.8	14,153.7	12,722.8
Growth Rates (%)	4.1%	(5.4)%	3.8%	19.4%	36.0%	7.7%	4.9%	15.8%	11.2%	7.5%
Materials Cost	17,067.7	16,791.8	17,471.9	18,327.5	15,609.0	10,082.5	9,506.2	9,410.6	7,982.7	6,944.1
% to Net Sales	55.6%	57.1%	56.2%	61.2%	62.4%	55.2%	55.8%	58.1%	57.3%	55.4%
Gross Margin (Net Sales - Material Cost)	13,612.5	12,629.3	13,621.9	11,625.6	9,393.1	8,197.5	7,519.4	6,798.8	5,940.6	5,580.4
Gross Margin % to Net Sales	44.4%	42.9%	43.8%	38.8%	37.6%	44.8%	44.2%	41.9%	42.7%	44.6%
Gross Contribution	13,701.8	12,760.8	13,755.1	11,750.9	9,579.6	8,434.3	7,687.9	6,981.2	6,171.0	5,778.7
(Revenue from Operations - Material Cost)										
Gross Contribution % to Revenue from Operations	44.5%	43.2%	44.0%	39.1%	38.0%	45.5%	44.7%	42.6%	43.6%	45.4%
Overheads	7,521.3	7,204.3	6,711.3	5,930.4	4,991.8	3,941.6	3,831.4	3,476.4	3,250.5	3,107.9
Operating Profit (EBITDA)	7,113.1	6,326.9	7,865.7	6,338.5	5,039.7	4,858.8	4,214.1	3,789.6	3,198.0	2,971.0
Finance Costs	127.4	143.8	124.1	93.1	70.3	71.7	78.4	78.6	31.1	18.9
Depreciation and Amortisation Expense	1,085.7	901.9	742.9	755.8	721.6	697.5	690.0	540.8	311.1	295.4
Profit Before Tax and Exceptional items	5,900.1	5,281.2	6,998.7	5,489.6	4,247.9	4,089.7	3,445.7	3,170.3	2,865.8	2,656.7
% to Revenue from Operations	19.2%	17.9%	22.4%	18.3%	16.9%	22.1%	20.0%	19.3%	20.2%	20.9%
Growth Rates (%)	11.7%	(24.5)%	27.5%	29.2%	3.9%	18.7%	8.7%	10.6%	7.9%	7.6%
Exceptional item	(166.5)	(379.6)	-	-	(53.7)	-	(33.2)	-	-	-
Profit Before Tax and after Exceptional items	5,733.6	4,901.6	6,998.7	5,489.6	4,194.1	4,089.7	3,412.5	3,170.3	2,865.8	2,656.7
% to Revenue from Operations	18.6%	16.6%	22.4%	18.3%	16.7%	22.1%	19.8%	19.3%	20.2%	20.9%
Profit After Tax	4,244.2	3,588.1	5,315.0	4,100.2	3,134.7	3,051.8	2,635.5	2,132.2	1,894.8	1,801.7
Return on average capital employed (ROCE) (%)	28.9%	28.4%	41.2%	38.0%	33.5%	38.1%	37.8%	38.4%	38.7%	40.9%
Return on average net worth (RONW) (%)	21.3%	19.3%	31.4%	28.3%	24.6%	28.3%	29.0%	25.6%	25.4%	27.7%
BALANCE SHEET										
Share Capital	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9
Other Equity	20,685.6	18,192.8	18,192.7	15,489.6	13,253.2	11,993.3	9,356.2	8,747.0	7,702.2	6,998.8
Borrowings	1,221.3	73.9	192.0	93.8	19.6	27.4	31.3	13.5	14.9	17.1
Tangible Fixed Assets and Intangible Assets (incl. Right-of-Use Assets)	9,496.4	8,872.8	8,055.1	5,620.7	4,779.4	4,882.0	5,237.5	5,400.5	3,960.4	2,824.4
Investments	7,510.2	5,296.2	5,471.0	4,911.7	3,810.6	5,179.3	2,496.5	2,964.0	2,577.3	2,913.6
Debt-Equity Ratio	0.059:1	0.004:1	0.01:1	0.006:1	0.001:1	0.002:1	0.003:1	0.002:1	0.002:1	0.002:1
Market Capitalisation	207,618	224,232	273,060	264,897	295,428	243,387	159,850	143,180	107,469	102,970
PER SHARE DATA										
Basic Earnings Per Share (EPS) (₹)*	44.3	37.4	55.4	42.8	32.7	31.8	27.7	22.2	19.8	18.8
Diluted Earnings Per Share (EPS) (₹)*	44.3	37.4	55.4	42.8	32.7	31.8	27.7	22.2	19.8	18.8
Dividend (%)	275.0%	248.0%	333.0%	256.5%	191.5%	178.5%	120.0%	105.0%	87.0%	103.0%
Dividend Payout Ratio (%)	60.0%*	60.0%*	60.0%	60.0%	58.6%	56.1%	51.1%	56.7%	53.0%	53.1%
Book Value (₹)	216.7	198.0	190.7	162.5	139.2	126.0	98.5	92.2	81.3	74.0
OTHER INFORMATION										
Number of Employees	11,162	11,111	9,482	8,056	7,423	7,134	6,751	6,456	6,238	6,156
Number of Shareholders	1,034,007.0	1,254,984.0	1,148,193	1,129,040	987,176	522,165	315,626	220,538	191,561	202,988

* EPS is calculated on Net Profit after Exceptional items.
 \$ Revenue from operations in periods prior to GST implementation have been adjusted suitably for Excise duty on sale of goods, to enable comparability of Revenue from operations for these years.
 ~ The figures for FY 2018-19 have been restated on account of retrospective application of IndAS 116 - Leases. The cumulative impact of this retrospective application in prior years has been adjusted in opening retained earnings as at 1st April, 2018 (reducing the same by ₹ 42.0 Crores).
 ** The figures for FY 2019-20 and FY 2020-21 have been restated on account of amalgamation of Reno Chemicals Pharmaceuticals and Cosmetics Private Limited with the Company with the appointed date of 1st April, 2019.
 ^ The figures for FY 2023-24 have been restated on account of amalgamation of Sleek International Private Limited and Maxbhumi Developers Limited with the Company with the appointed date of 1st April, 2024.
 # The figures for FY 2024-25 have been restated on account of amalgamation of Asian Paints (Polymers) Private Limited (APPLL) with the Company with the appointed date of 1st April, 2025.
 @ Dividend payout ratio is before adjusting exceptional item.

Consolidated

RESULTS FOR THE FINANCIAL YEAR	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19 ^{**}	2017-18 ^{**}	2016-17 ^{**}
INCOME STATEMENT										
Revenue from sale of products and services (Net Sales)	35,516.4	33,797.4	35,382.1	34,367.8	28,923.5	21,485.2	20,048.3	19,070.7	16,619.8	14,978.7
Other operating revenue	67.2	108.3	112.6	120.8	177.8	227.6	162.9	177.8	224.0	189.5
Revenue from Operations	35,583.5	33,905.6	35,494.7	34,488.6	29,101.3	21,712.8	20,211.3	19,248.5	16,843.8	15,168.2
Growth Rates (%)	4.9%	(4.5)%	2.9%	18.5%	34.0%	7.4%	5.0%	14.3%	11.0%	6.3%
Materials Cost	20,001.8	19,515.8	20,090.2	21,156.5	18,300.8	12,097.2	11,383.5	11,272.9	9,710.4	8,435.1
% to Net Sales	56.3%	57.7%	56.8%	61.6%	63.3%	56.3%	56.8%	59.1%	58.4%	56.3%
Gross Margin (Net Sales - Material Cost)	15,514.6	14,281.6	15,291.9	13,211.3	10,622.7	9,388.0	8,664.9	7,797.8	6,909.4	6,543.6
Gross Margin % to Net Sales	43.7%	42.3%	43.2%	38.4%	36.7%	43.7%	43.2%	40.9%	41.6%	43.7%
Gross Contribution	15,581.8	14,389.8	15,404.5	13,332.1	10,800.5	9,615.6	8,827.8	7,975.6	7,133.4	6,733.1
(Revenue from Operations - Material Cost)										
Gross Contribution % to Revenue from Operations	43.8%	42.4%	43.4%	38.7%	37.1%	44.3%	43.7%	41.4%	42.4%	44.4%
Overheads	8,885.8	8,383.6	7,819.5	7,072.3	5,996.9	4,760.0	4,666.0	4,210.0	3,935.8	3,746.7
Operating Profit (EBITDA)	7,419.7	6,578.8	8,272.9	6,646.3	5,183.6	5,158.7	4,466.1	3,998.6	3,418.2	3,248.9
Finance Costs	195.4	227.0	205.2	144.5	95.4	91.6	102.3	105.3	35.1	30.0
Depreciation and Amortisation Expense	1,228.9	1,026.3	853.0	858.0	816.4	791.3	780.5	622.1	360.5	334.8
Profit Before Tax and Exceptional items (including share of profit in associates)	6,161.0	5,466.2	7,347.8	5,737.7	4,303.4	4,304.4	3,634.0	3,311.9	3,068.5	2,933.7
% to Revenue from Operations	17.3%	16.1%	20.7%	16.6%	14.8%	19.8%	18.0%	17.2%	18.2%	19.3%
Growth Rates (%)	12.7%	(25.6)%	28.1%	33.3%	0.0%	18.4%	9.7%	7.9%	4.6%	8.7%
Exceptional items	(157.6)	(363.1)	-	(48.9)	(115.7)	-	-	-	-	-
Profit Before Tax and after Exceptional items	6,003.4	5,103.1	7,347.8	5,688.8	4,187.7	4,304.4	3,634.0	3,311.9	3,068.5	2,933.7
% to Revenue from Operations	16.9%	15.1%	20.7%	16.5%	14.4%	19.8%	18.0%	17.2%	18.2%	19.3%
Profit after Tax and Minority interest	4,325.3	3,667.2	5,460.2	4,106.5	3,030.6	3,139.3	2,705.2	2,155.9	2,038.9	1,939.4
Return on average capital employed (ROCE) (%)	27.6%	26.9%	39.7%	35.9%	30.4%	35.4%	34.4%	34.1%	34.8%	37.6%
Return on average net worth (RONW) (%)	20.9%	18.8%	31.0%	27.4%	22.8%	27.4%	27.6%	24.1%	25.5%	27.5%
BALANCE SHEET										
Share Capital	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9	95.9
Other Equity	21,275.7	19,303.9	18,632.4	15,896.3	13,715.6	12,710.4	10,034.2	9,374.6	8,314.3	7,508.0
Borrowings	2,324.9	898.2	1,146.3	1,016.7	779.1	353.8	361.6	629.2	533.4	560.3
Tangible Fixed Assets and Intangible Assets (incl. Right-of-Use Assets)	11,489.0	10,474.6	9,845.0	6,790.1	5,945.5	6,041.5	6,412.6	6,706.2	4,857.4	3,415.1
Investments	7,061.7	4,724.8	4,587.9	4,261.7	3,247.5	4,736.8	2,018.9	2,568.6	2,140.7	2,652.0
Debt-Equity Ratio	0.11:1	0.04:1	0.06:1	0.06:1	0.06:1	0.03:1	0.04:1	0.07:1	0.06:1	0.07:1
PER SHARE DATA										
Basic Earnings Per Share (EPS) (₹)*	45.1	38.3	56.9	42.8	31.6	32.7	28.2	22.5	21.3	20.2
Diluted Earnings Per Share (EPS) (₹)*	45.1	38.2	56.9	42.8	31.6	32.7	28.2	22.5	21.3	20.2
Book Value (₹)	222.8	202.2	195.2	166.7	144.0	133.5	105.6	98.7	87.7	79.3

* EPS is calculated on Net Profit (including share of profit in associates) after exceptional items.
 \$ Revenue from operations in periods prior to GST implementation have been adjusted suitably for Excise duty on sale of goods, to enable comparability of Revenue from operations for these years.
 ~ The figures for FY 2018-19 have been restated on account of retrospective application of IndAS 116 - Leases. The cumulative impact of this retrospective application in prior years has been adjusted in opening retained earnings as at 1st April, 2018 (reducing the same by ₹ 46.9 Crores).