

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW[^]

Standalone results

	(In ₹ Crores)	
	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Revenue from sale of products and services	30,680.2	29,421.1
EBITDA	7,113.1	6,326.9
Net profit	4,244.2	3,588.1
Basic EPS (in ₹)	44.27	37.43

Consolidated revenue from sale of products and services

	(In ₹ Crores)	
	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Decorative & home décor business	30,830.4	29,545.3
International business	3,353.6	3,066.4
Industrial business	1,332.4	1,185.7

Key financial ratios

Ratios	Standalone		Consolidated	
	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025	For the year ended 31 st March, 2026	For the year ended 31 st March, 2025
Debtors turnover ratio	9.5	8.5	8.1	7.4
Inventory turnover ratio (on COGS)	3.2	3.1	3.2	3.1
Interest coverage ratio ¹	168.3	95.3	72.2	45.9
Current ratio	2.46	2.30	2.2	2.1
Debt equity ratio ²	0.059	0.004	0.106	0.045
Operating profit margin (%)	20.1%	18.8%	18.8%	17.7%
Net profit margin (%) ³	13.8%	12.1%	12.4%	10.9%
Return on net worth (%) ³	21.3%	19.3%	20.9%	18.8%

Notes

[^] The Standalone figures for FY 2024-25 have been restated on account of amalgamation of Asian Paints (Polymers) Private Limited with the Company.

¹ Variance in ratio is due to higher operating margins.

² Borrowings availed during the year for financing of capital expenditure and working capital has resulted in increase in Debt Equity ratio.

³ Net profit margin and return on net worth increased due to improved profitability.

Creating long-term investor value

Our disciplined financial stewardship has enabled us to create enduring shareholder value while maintaining a consistent and progressive dividend track record.

While FY 2025-26 saw our market capitalisation moderate from ₹ 224,232 Crores to ₹ 207,618 Crores amid heavy foreign portfolio outflows and subdued equity market conditions, our long-term performance remains compelling. Over the past decade, our market capitalisation has increased by 169.5%, reflecting the strength of our business model and our ability to deliver sustained value through market cycles. Our commitment to shareholder returns is equally evident in our progressive dividend policy. Over the last 10 years, dividend per share has risen from ₹ 7.5 to ₹ 27.5, reflecting our commitment on sharing the benefits of our growth with our shareholders. For FY 2025-26, we have maintained the dividend payout ratio at 60% (excluding exceptional items), in line with our Dividend Distribution Policy and consistent with the last three years.

We have robust shareholder support mechanisms such as the Stakeholders' Relationship Committee and the Investors' Grievance Redressal Policy, designed to address shareholder concerns promptly and efficiently.

Economic value creation

All figures here are on Standalone basis

	(In ₹ Crores)	
	FY 2025-26	FY 2024-25
Direct economic value generated¹	31,702.1	30,323.0
Revenue from sale of products and services	30,680.2	29,421.1
Other operating revenue	89.2	131.5
Other income	932.7	770.3
Economic value distributed	29,647.4	28,728.6
Operating cost	23,475.6	22,919.4
Employee Wages and Benefits	2,176.7	2,013.6
Payments to Providers of Capital	2,437.1	2,378.9
Payments to Government ²	1,442.5	1,307.9
Community Investments	115.5	108.8
Economic value retained	2,054.7	1,594.4

Notes

¹ Direct Economic Value generated includes financial assistance/grants accrued from Government authorities by our Company in the form of subsidies and export duty credits amounting to ₹ 8.9 Crores for FY 2025-26 and ₹ 58.8 Crores for FY 2024-25.

² It does not include the amount paid by our Company towards Goods and Services Tax ₹ 2,571.2 Crores for FY 2025-26 and ₹ 2,281.3 Crores for FY 2024-25.

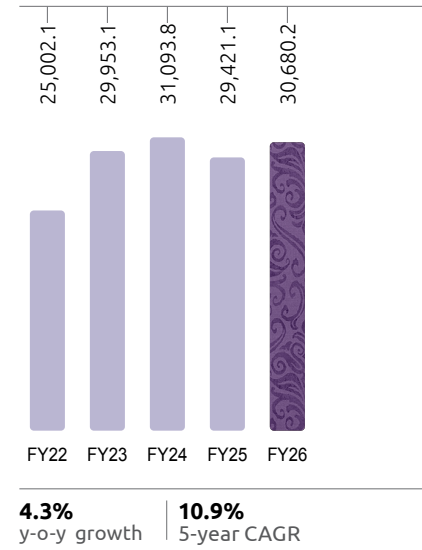
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FINANCIAL REVIEW

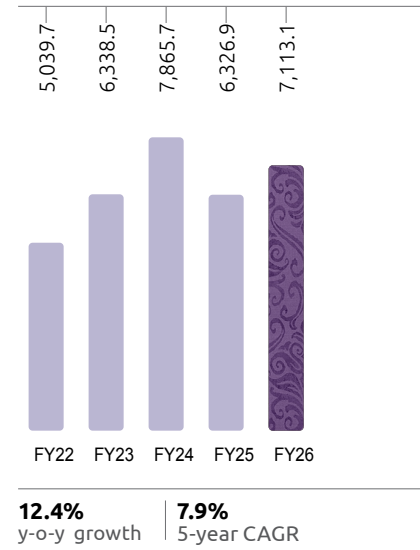
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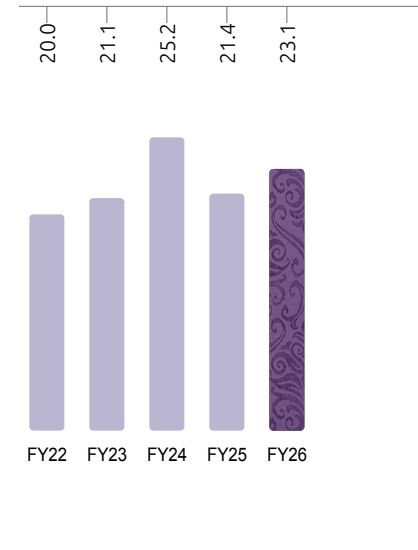
Revenue from sales of products and services (₹ in Crores)



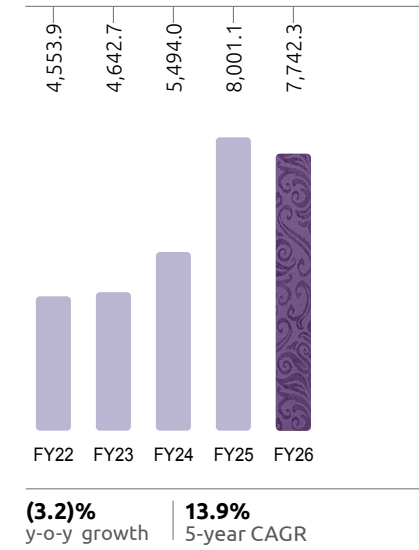
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) (₹ in Crores)



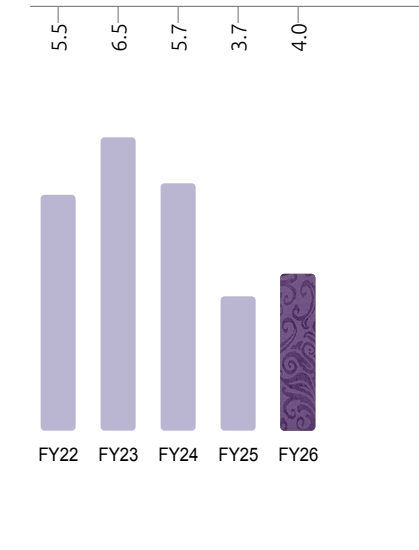
EBITDA margin (%)



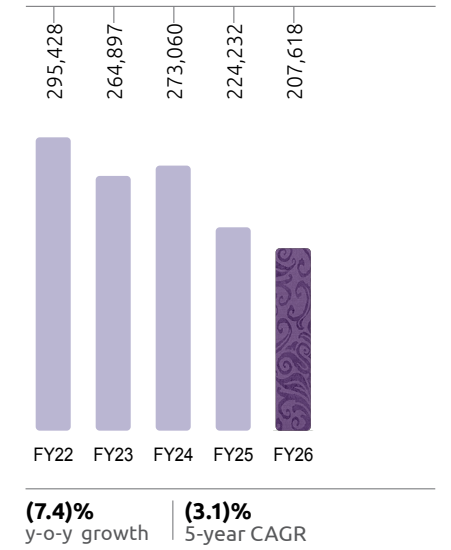
Net fixed assets (₹ in Crores)



Asset turnover ratio (X times)

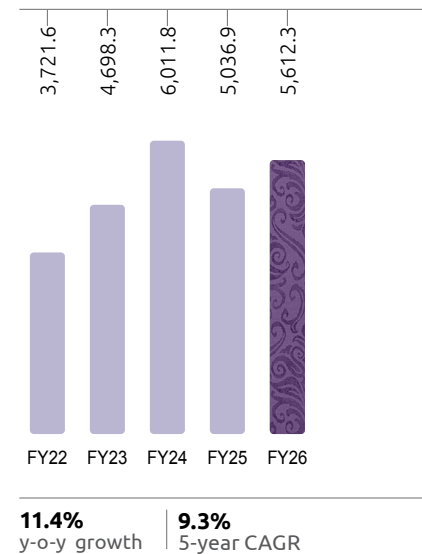


Market capitalisation (₹ in Crores)

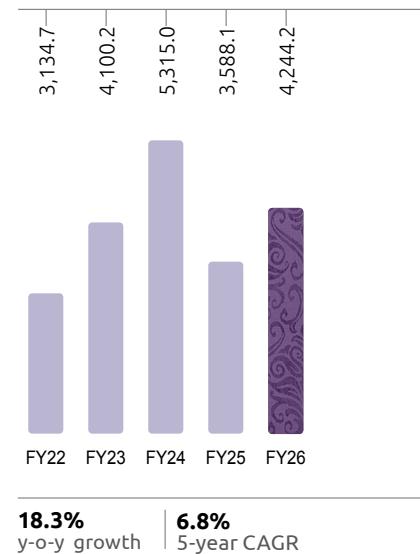


Note: The above data is as on 31st March, of the respective financial year.

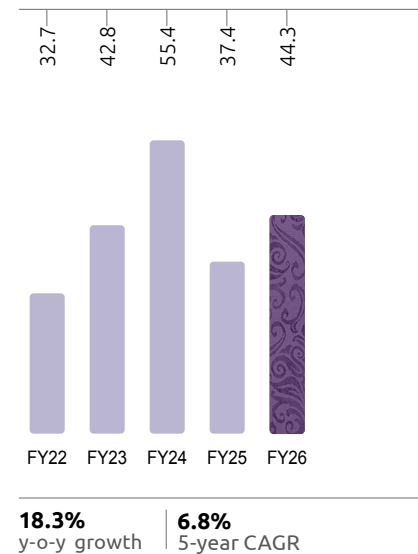
Cash profit (₹ in Crores)



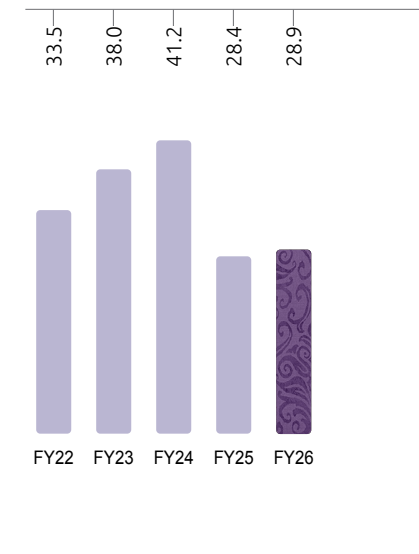
Profit After Tax (PAT) (₹ in Crores)



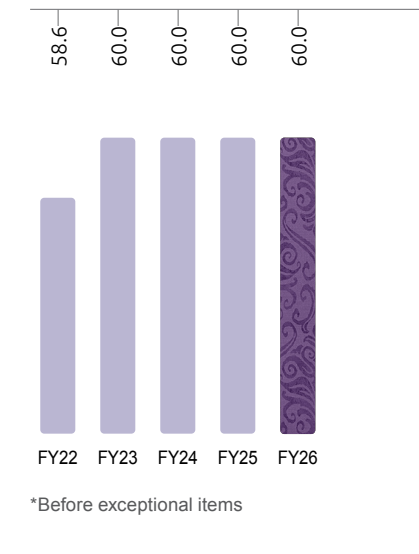
Earnings Per Share (EPS) (₹)



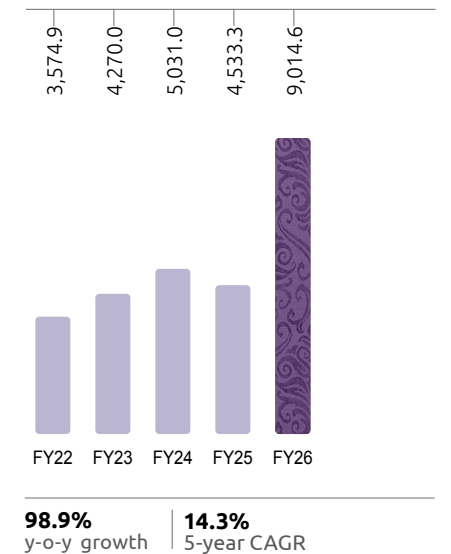
Return on Capital Employed (RoCE) (%)



Dividend payout ratio* (%)



Surplus cash (₹ in Crores)



Note: The figures for FY 2024-25 have been restated on account of amalgamation of Asian Paints (Polymers) Private Limited with the Company.