asianpaints

Integrated Annual Report 2024-25

Bringing joy to people's lives®

Elevate. Evolve. Engrave.

Bringing joy to people's lives®

Asian Paints is India's leading paint and décor brand and is among the top ten decorative coatings companies globally. In FY 2024-25, we continued to elevate our benchmarks, evolve with our consumers' changing lifestyles, and engrave our mark across millions of homes and hearts. From reimagining living spaces to expanding our footprint in the home décor ecosystem, our journey remains rooted in purposeful growth, guided by a passion for creating beauty that lasts and bringing joy to people's lives.

Elevate

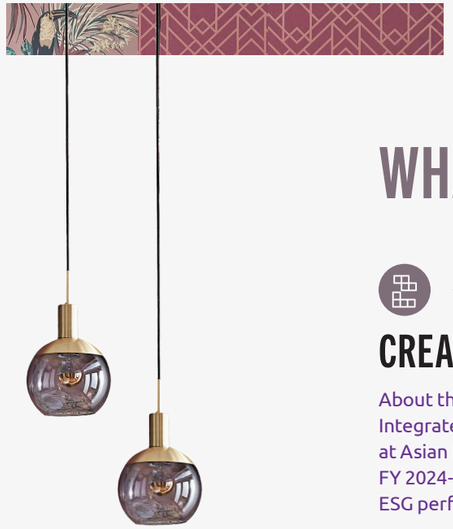
We elevate everyday living by transforming spaces into reflections of joy and aspiration. Through innovative products and holistic décor solutions, we empower customers to create vibrant, functional, and sustainable homes—delivering value, inspiring creativity, and setting new standards in quality and design.

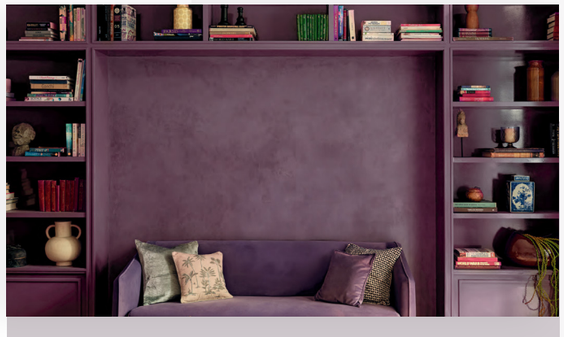
Evolve

Embracing change is integral to our journey as we continually evolve—adapting to emerging trends, integrating cutting-edge technologies, and expanding our offerings to meet the dynamic needs of our customers. Guided by the AP Charter and our ESG principles, we ensure responsible growth through environmental care, social equity, and strong governance.

Engrave

We engrave lasting impressions by embedding our core values into every aspect of our operations. Through strong relationships, sustainability, and social responsibility, we create meaningful connections and make a positive impact that endures.





Colour of the year

Cardinal

The captivating hues of Cardinal evoke courage, imagination, and a connection to our truest selves, urging us to embrace life's vast emotional landscape. As we navigate a world increasingly prioritising authenticity, Cardinal encourages us to embrace complexity rather than shy away from it. Whether adorning our interiors, influencing fashion, or redefining design, this dusky shade imbues spaces with a rich elegance, reminding us to cherish every moment that demands to be felt.

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ABOUT THIS REPORT

SCOPE OF REPORT

Reporting period

1st APRIL, 2024

31st MARCH, 2025

Reporting scope and boundary

This report extends beyond financial reporting and includes non-financial performance, opportunities, risks, and outcomes attributable to or associated with our key stakeholders, which have a significant influence on our ability to create value.

Financial

All reported financial numbers pertain to standalone and consolidated operations of Asian Paints Limited.

Non-Financial

All reported non-financial and operational numbers pertain to standalone operations of Asian Paints Limited, unless otherwise specified.

STATUTES, FRAMEWORK, GUIDELINES AND STANDARDS

This report has been prepared in accordance with the <IR> framework published by the International Financial Reporting Standards Foundation (IFRS). Additionally, this report has been prepared in accordance with the following statutes, frameworks, guidelines and standards:

- Companies Act, 2013 (and the rules issued thereunder)
- Indian Accounting Standards
- Securities and Exchange Board of India Act, 1992 (and the regulations issued thereunder)
- Secretarial Standards issued by the Institute of Company Secretaries of India
- National Guidelines on Responsible Business Conduct (NGRBC)

This report is aligned to the following standards and frameworks

- Global Reporting Initiative (GRI) Standards 2021
- United Nations Sustainable Development Goals (UN SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD)

Standards

UN Guiding Principles

Frameworks

Rating agencies

EXTERNAL ASSURANCE

Reasonable and limited assurance engagement on the agreed indicators in the Integrated Annual Report including the Business Responsibility and Sustainability Report has been provided by Deloitte Haskins & Sells LLP, in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, 'Assurance Engagements on Sustainability Information' and the Standard on Assurance Engagements (SAE) 3410, 'Assurance Engagements on Greenhouse Gas Statements', both issued by the Sustainability Reporting Standards Board of the ICAI, the International Standards on Assurance Engagements (ISAE) 3000 (revised), ISAE 3410, and Assurance Engagements on Greenhouse Gas Statements issued by the International Auditing and Assurance Standard Board (IAASB).

KEY CONCEPTS

Stakeholder engagement and materiality

We believe that stakeholder participation is critical in driving transformation and innovation. We have derived our material topics based on stakeholder inputs that helps us in driving transformation and innovation. We periodically apply the principle of materiality in assessing what information should be included in our Integrated Annual Report.

Our material topics →Pg- 73 influence our strategy, short-term (one year), medium-term (two to three years), and long-term (five years or more) ESG commitments.

ESG commitments

We emphasise long-term sustainability, and we know that attaining this objective requires robust and steady ESG performance. By upholding a consistent emphasis on Environmental, Social, and Governance aspects, we strive to guarantee that our endeavours provide favourable outcomes.

Our ESG commitments are reviewed by the Board. The Stakeholders Relationship Committee of the Board provides an oversight on execution of the ESG strategy and gives direction to the management on its implementation.

We had established long-term targets aligned with our ESG commitments for 2025 and 2030. Now that we have passed the 2025 milestone, we have tracked and evaluated our progress against these commitments and revised certain targets upwards following the achievement of our milestone year goals. You can find more details in our ESG Performance snapshot →Pg- 8

BOARD RESPONSIBILITY STATEMENT

The Board acknowledges its responsibility of ensuring the integrity of this Integrated Annual Report. In the Board's opinion, this report addresses all the issues that are material to Asian Paints' ability to create value and presents a balanced overview of Asian Paints' performance.

The Board of Asian Paints approved this Integrated Annual Report on 8th May, 2025.

CONTRIBUTION TO UN SDGs

GRI 2-1 Organisational details | GRI 2-5 External assurance

GRI 2-2 Entities included in the organisation's sustainability reporting

GRI 2-3 Reporting period, frequency and contact point

Forward-looking statements

Certain statements in the report regarding our business are forward-looking statements. These include all statements, other than those of performance highlights and historical facts, including those regarding the market and financial position, business strategy, and objectives for future operations.

Forward-looking statements shall be identified by words such as anticipates, expects, intends, may, will, believes, estimates, outlook, and other words of similar meaning in connection with a discussion of future operational, environmental, social and financial performance. Forward-looking statements are necessarily dependent on projections and trends and constitute our current expectations based on reasonable assumptions. Actual results could differ from the projected in any forward-looking statements due to risks and uncertainties and other external factors.

How to read this report

→ Jump marks are linked to content within the PDF.

The 'Online' icon links to additional content on the Internet.

Indicates activities contributing to our ESG commitments in FY 2024-25.

Share your feedback or queries on this report

R J Jeyamurugan
CFO & Company Secretary

+91-22-6218 1139
investor.relations@asianpaints.com
Asian Paints Limited,
6A & 6B, Shantinagar, Santacruz (East), Mumbai - 400055, Maharashtra, India

ABOUT THIS REPORT

REPORT STRUCTURE

This report is structured around our ESG commitments and the way they are seamlessly integrated into our overall business strategy. Aligned with stakeholder expectations and material priorities, we have implemented a ESG framework. Our focus on fostering sustainable operations, driven by empowered people and supported by world-class governance, enables us to grow our business responsibly while staying true to our purpose of bringing joy to people's lives.

ENVIRONMENT

SUSTAINABLE OPERATIONS

As we grow our business, we remain committed to making a positive impact on nature through integrating sustainability into our operations and product portfolio

→Pg- 86

Focus areas

- **Energy conservation**
  Setting standards for energy neutrality and optimum resource utilisation
- **Water neutrality**
  Ensuring water neutral operations
- **Product stewardship**
  Providing industry-leading environmentally sustainable product options in every category
- **Nature positive**
  Achieving near-zero waste and emissions and foster circularity through the 3R principles

Aligned with material topics

- Climate change
- Toxic emission, waste and effluents
- Water management
- Supplier sustainability
- Product stewardship
- Technology, innovation, and digitalisation
- Biodiversity

SOCIAL

SYNERGISING RELATIONSHIPS

Our mission is to promote societal well-being by upholding human rights, implementing fair labour practices, promoting diversity and inclusion, and developing communities.

→Pg- 104

Focus areas

- **Customer celebrations**
  Customer delight
- **Community ownership**
  Supporting community livelihoods, health, hygiene and disaster relief
- **Water stewardship**
  Assisting local communities with their water requirements
- **Energising, equitable & inclusive workplace**
  Creating a workplace that celebrates diversity and values performance
- **Safe workplace**
  Providing healthy and safe work environment

Aligned with material topics

- Consumer delight
- Diversity & inclusion
- Consumer health and safety
- Occupational health, safety and well-being
- Talent management and employee engagement
- Local communities
- Industrial workforce management
- Influencer management
- Human rights

GOVERNANCE

STRONG GOVERNANCE

We remain committed to transparency. Our robust governance principles empower our Board and management team to provide effective oversight and facilitate informed decision-making.

→Pg- 146

Focus areas

- **World-class governance**
  Being amongst the best governed companies
- **Ethics, transparency, quality and accountability**
  Developing robust business strategies, agile operations, strong risk management, and foster a culture of innovation and adaptability
- **Sustainable supply chain management**
  Prioritising ethical sourcing, reduce environmental impact and promote social responsibility

Aligned with material topics

- Business ethics and corporate governance
- Organisational resilience
- Policy advocacy
- Anti-competitive behaviour
- Anti-corruption and anti-bribery
- Responsible supply chain
- Financial performance

INTEGRATED THINKING AT ASIAN PAINTS

Led by
OUR PURPOSE

We exist to beautify, preserve, transform all spaces and objects, bringing happiness to the world.

How we act
OUR VALUES

- Standing for each other's success
- Creative zeal
- Integrity
- Audacity
- Scientific rigor
- Customer passion

→Pg- 16

What we deliver
OUR BUSINESS SEGMENTS

Decorative

Home Décor

International

Industrial

→Pg- 18

What we focus on
MATERIAL TOPICS

Our material topics are those that have a significant impact on our ability to create value for our stakeholders.

Who we benefit
STAKEHOLDERS

- Customers
- Employees
- Government and regulatory bodies
- Communities
- Influencers
- Vendors
- Investors

→Pg- 68

How we measure performance
ESG PILLARS

- Sustainable operations
- Synergising relationships
- Governance

→Pg- 84

FY 2024-25 HIGHLIGHTS

FINANCIAL PERFORMANCE

₹ 29,421.1 CRORES
Revenue from sale of products and services
↓ 5.4%

₹ 6,322.4 CRORES
Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBITDA)
↓ 19.6%

₹ 3,106.8 CRORES
Free cash flow
↓ 13%

28.4%
Return on Capital Employed (RoCE)
FY24: 41.2%
→Pg- 56

SUSTAINABLE OPERATIONS

33%
Reduction in our absolute Scope 1 and 2 GHG emissions compared to our baseline*

28.3%
Reduction in specific electricity consumption compared to our baseline*

57.6%
Share of renewable electricity in total electricity consumed across paint manufacturing factories

478%
Water replenishment
→Pg- 86

*Baseline year is FY 2013-14

SYNERGISING RELATIONSHIPS

950,000+
Participants trained at Beautiful Homes Academy

78%
Employee engagement score

1.00
Total Recordable Frequency Rate (TRFR)

70
Net Promoter Score (NPS)
→Pg- 104

GOVERNANCE

50%
Independent Directors on the Board

40%
Time spent by the Board of Directors on matters of strategic importance

AA
ESG Rating by MSCI

5 out of 6
Committees chaired by Independent Director
→Pg- 146

ESG PERFORMANCE SNAPSHOT

ENVIRONMENT

SUSTAINABLE OPERATIONS^

	Metric	Baseline value	Performance 2024-25	Target 2025	Target 2030
ENERGY CONSERVATION	**Reduction in specific electricity consumption per KL of finished product (KWh/KL)**	**116** FY 2013-14	**83.1** ↓ 28%	**60.5** ↓ 48%	**54.4** ↓ 53%
	Renewable electricity in total electricity consumed across factories (%)	**0.1** FY 2013-14	**57.6**	**75**	**100@**
	Greenhouse Gases (GHGs) footprint reduction through formulation optimisation (tCO_2e)	**3,700** FY 2020-21	Cumulative reduction of **89,888** From FY 2022-23	Cumulative reduction of **70,000** From FY 2022-23	Cumulative reduction of **120,000** From FY 2022-23
PRODUCT STEWARDSHIP	**Renewable/bio-based raw materials in product offerings (%)**	**6.5** FY 2020-21	**6.8** 5% Increase in renewable content	**20%** Increase in renewable content	**30%** Increase in renewable content
	Lead and heavy metals-free paint	**100%** Products free of lead and added heavy metals FY 2020-21	**100%** Architectural coatings free of lead and heavy metals	**100%$** Architectural coatings to be lead and heavy metals-free	
	Minimising/eliminating the use of CMR* raw materials (Kg/KL) *CMR stands for carcinogenic, mutagenic and reprotoxic substances.	**19.9** with styrene FY 2020-21	**23.8** ↑ 24%	**15%** reduction	**25%** reduction
		4.5 without styrene FY 2020-21	**3.8** ↓ 6%		
WATER NEUTRALITY	**Reduce specific non-process water intensity (KL/KL)**	**0.97** FY 2013-14	**0.46** ↓ 52%	**0.27** ↓ 72%	**0.24** ↓ 75%
	Water replenishment as a percentage of freshwater consumption (%)	**0.1** FY 2013-14	**478**	**400**	**600**
NATURE POSITIVE	**Collection points for plastic packaging from painters and consumers across states**	**-**	**31 points** across 10 town/cities	**100 points** across 25 towns/cities	**500 points** across 100 towns/cities
	Proportion of recycled plastic used in our packaging (%)	**7** (20% in GS-11 products) FY 2020-21	**30**	**30**	**60**
	Reduction in specific hazardous waste per KL of finished product (Kg/KL)	**2.7** FY 2013-14	**0.57** ↓ 79%	**0.50** ↓ 81%	**0.45** ↓ 83%
	Reduction in specific non-hazardous waste per KL of finished product (Kg/KL)	**14.1** FY 2013-14	**8.39** ↓ 41%	**6.7** ↓ 52%	**6.0** ↓ 57%
	Reduction in specific effluent generated per KL of the finished product (L/KL)	**82.4** FY 2013-14	**17.1** ↓ 79%	**17.5** ↓ 79%	**15.8** ↓ 81%
	Reduction in specific (Scope 1 & 2) emission per KL of finished product ($KgCO_2e$/KL)	**131.2** FY 2013-14	**40.9** ↓ 69%	**32.8** ↓ 75%	**26.2** ↓ 80%

On track Progress underway

Factors for non-fulfilment of Environment 2025 targets:

1. Lower-than-expected production volumes impacted intensity-based metrics, coupled with impact of backward integration projects.
2. One-time impact of capacity expansion projects in multiple factories.
3. Share of renewable electricity impacted due to government state policies mandating minimum grid utilisation & banking policies limiting netting off of renewable energy against requirements from the grid.
4. Plastic packaging collection points has been limited as painters (and consumers) utilise alternate reuse mechanisms.

^The energy, emissions, water, waste & wastewater indicators pertain to decorative paint manufacturing factories.

@We aspire to achieve 100% renewable electricity share subject to state policies relating to minimum grid utilisation requirements & banking policies.

$No heavy metals are added to products as part of our formulation. We intend to measure heavy metals contained in raw materials and eliminate these and make our products free from heavy metals.

ESG PERFORMANCE SNAPSHOT

SOCIAL

SYNERGISING RELATIONSHIPS

	Metric	Baseline value	Performance 2024-25	Target 2025	Target 2030
CUSTOMER CELEBRATIONS	St+art/ community sites	-	550+	500	1,000
	Net Promoter Score (NPS)	-	70	70	70
COMMUNITY OWNERSHIP	Participants trained at Asian Paints Beautiful Homes Academy	199,000+ FY 2020-21	950,000+	600,000	1,000,000
	Beneficiaries impacted through healthcare initiatives	170,000+ FY 2020-21	280,000+*	500,000	650,000
WATER STEWARDSHIP	Water harvesting potential created as % of annual freshwater consumption every year (%)	8.1 FY 2013-14	273.3	>70	>70
ENERGISING, EQUITABLE & INCLUSIVE WORKPLACE	Employee engagement score (%)	67 FY 2020-21	78@	80	80
	Psychological safety score (out of 10)	-	7.4	7	7
	Wellness initiative score (out of 10)	-	8.8	8	8

	Metric	Baseline value	Performance 2024-25	Target 2025	Target 2030
SAFE WORKPLACE	Total Recordable Frequency Rate (TRFR)	2.9 FY 2020-21	1.0^	</=0.98	To sustain as global benchmark in safety
	Total Severity Rate (TSR)	200 FY 2020-21	40.7	</=150	To sustain as global benchmark in safety
	Tier-1 process safety incidents	-	3	</=3	To sustain as global benchmark in safety

Factors for non-fulfilment of Social 2025 targets:

*Enhanced focus on water as a thrust area as compared to health and hygiene.

@Since FY 2022-23, our engagement score has consistently ranged between 78% and 81%. We continue to make dedicated efforts to sustain targeted level of engagement.

^ Variation in actual manhours vs planned manhours as well as increase in incidents.

GOVERNANCE

Metric	Target 2025
World-class governance	Committed to achieving best-in-class governance as rated by third-party governance firm
Ethics, transparency, quality and accountability	100% of risk impacting business resilience based on annual assessment and score
Sustainable supply chain management	Proactive engagement with value chain partners to educate, empower, and align them with our ESG commitments

On track Progress underway

Chromacosm

World's largest unified architectural colour system

Asian Paints unveiled Chromacosm— the world's largest unified architectural colour system, built to elevate how architects and designers engage with colour. This meticulously engineered library houses 5,300 curated shades across a full spectrum of depths and saturations, offering an unmatched level of precision and control in colour selection. From subtle tonal shifts to bold contrasts, Chromacosm allows design professionals to see, compare and experience colour like never before.

Chromacosm Installation at Architecture & Design Film Festival, Mumbai

Amit Syngle in conversation with Suchi Reddy during the launch of Chromacosm

To mark the launch, Asian Paints collaborated with acclaimed New York-based architect and artist Suchi Reddy, founder of Reddymade. Drawing inspiration from ancient tantric paintings, Suchi Reddy created a striking, walk-through installation—a three-dimensional 'forest' of colour rods, transforming the shade library into an immersive space.

The multi-sensory exhibit brings art, architecture, and technology into conversation, offering designers a contemplative yet hands-on exploration of colour.

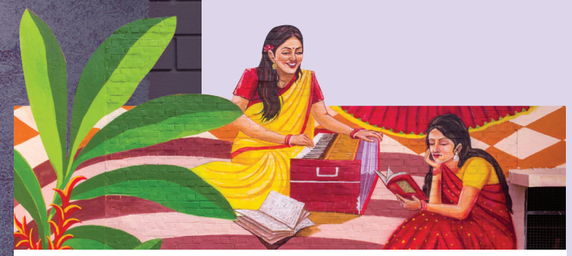
More than a colour catalogue, Chromacosm is a tool, a platform, and a sensory experience—bridging intuition with precision, and setting a new global benchmark in design resources.

Chromacosm is a reflection of our commitment to creativity and excellence in the field of colour technology. It offers an unparalleled range of shades to empower designers and inspire imagination.

Amit Syngle, MD & CEO

PIONEERING TRANSFORMATION

Change is constant, but leading it takes clarity, courage and momentum. Our purpose-driven structure, decisive leadership and expanding presence, together shape the intent and energy behind our next phase of growth.



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ASIAN PAINTS AT A GLANCE

At Asian Paints, vibrant colours meet innovative solutions. Our rich heritage and commitment to excellence has led to the creation of extraordinary masterpieces.

LIVING THE AP CHARTER

We are Asian Paints, delivering joy since 1942.

We are in the business of colour, décor, design and protection, we make anything & everything beautiful and lasting.

Being innovators, we transcend global boundaries and are the preferred brand.

We are dynamic and disruptive. Constantly redefining trends with world-class solutions, inspiring consumers to realise their dreams.

We are committed to sustainability and safety.

We are creative. Co-creating and partnering with customers and stakeholders, transforming billions of living spaces and objects.

We are an inspiring and inclusive workspace.

We exist to beautify, preserve, transform all spaces and objects, bringing happiness to the world.

We Value

Standing for each other's success
Always being selfless, ensuring success of all groups and individuals, like we would for ourselves

Creative zeal
Passionately striving to cause disruption by a constant search for innovative, out of the box and differentiated solutions and executing with velocity and attention to detail

Integrity
We honour our word, always

Audacity
Fearless in challenging the usual way of doing things, stretching for bold goals as a way of life

Scientific rigor
Adopting a data-analysis driven approach to decision-making and continuous experimentation towards building world-class practices and products

Customer passion
Treating our customers the way we would want to be treated. Customer First!

We dare. We care.
We create beautiful worlds. You can count on us.

Living the AP Charter

AP Charter is at the heart of all we do — a foundational guide that reflects our identity, purpose, values, and decision-making principles. It goes beyond a statement of intent; it is a commitment that shapes our culture, drives our strategies, and inspires our teams to create enduring value responsibly.

Over the past years, we have made significant progress by aligning our operations with the values and expectations defined in the Charter. This alignment has played a pivotal role in advancing our Environmental, Social, and Governance (ESG) priorities, building stakeholder trust, and strengthening organisational resilience. As part of our evolving journey, we have also expanded the Charter to reinforce our commitment to being an inspiring and inclusive workplace.

Rooted in shared values and a customer-first mindset, the AP Charter stands as a timeless and reliable compass that every stakeholder can connect with and count on.

LEGACY OF CONSISTENT PROGRESS

#1
PAINT COMPANY IN INDIA

#1
INTEGRATED HOME DÉCOR PLAYER

#1
IN DECORATIVE LIGHTING

#2
IN FABRIC AND FURNISHING

STATURE

#2
Paint Company in Asia

#8
Paint Company in the world

SCALE

26^
In-house paint manufacturing facilities worldwide

60+
Countries served

2,290,000
Installed in-house decorative paint manufacturing capacity in India (KL/annum)^

REACH

72
Beautiful Homes stores across India

169,000+
Retail touchpoints across India

12,500,000+
Beautifulhomes.com visitors during the year

PEOPLE

14,000+
Employees globally

258
Scientists driving innovation

^In addition, our Company has also tied up with Outside Processing Centres (OPCs) for manufacture and purchase of certain products.

ASIAN PAINTS AT A GLANCE

DECORATIVE

India's leading paint and décor Company offering wide range of products and services along with largest-of-its-kind painting service in the world.

Products & Services

- Interior wall finishes
- Exterior wall finishes
- Waterproofing
- Wood finishes
- Enamels
- Adhesives
- Tools
- Undercoats

₹ 29,545.3 Crores
Contribution of revenue from sale of products and services (Decorative and Home Décor business)

87.4 %
Share of revenue

HOME DÉCOR

Expansive offering to provide a complete one-stop home décor solution to customers.

Products & Services

- Modular kitchens and wardrobes
- Bath fittings and sanitaryware
- Decorative lightings
- uPVC windows and doors
- Wall coverings
- Furniture
- Fabric & Furnishings
- Rugs

INTERNATIONAL

Taking forward the legacy of Asian Paints to cater to a wide cross-section of customers across geographies and bring delight to millions of households.

Regions

- Asia
- Middle East
- Africa
- South Pacific

₹ 3,066.4 Crores
Contribution of revenue from sale of products and services

9.1 %
Share of revenue

INDUSTRIAL

Provider of high-quality custom-formulated products for the automotive and industrial business.

Entities with product category and related services.

PPG Asian Paints Pvt. Ltd. (PPG-AP)

- Automotive (OEM & refinish), General industrial, Packaging & Marine

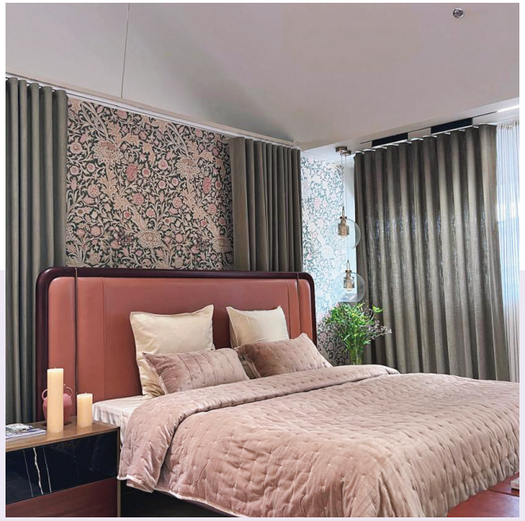
Asian Paints PPG Pvt. Ltd. (AP-PPG)

- Industrial protective coatings, powder coatings and road markings

₹ 1,185.7 Crores^
Contribution of revenue from sale of products and services

3.5 %
Share of revenue

^Excluding PPGAP revenues as it is an Associate Company.



OUR PRODUCTS AND SERVICES

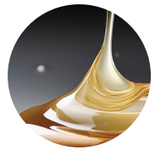
PRODUCTS

Building on our established history of innovation, Asian Paints provides a comprehensive suite of decorative solutions for the entire home. Our product portfolio encompasses both Decorative and Industrial paints, each meticulously formulated to meet the diverse requirements of all interior and exterior wall applications and a wide range of home décor solution.

Paints

Wall Coverings

Waterproofing


Adhesives

Bath fittings and Sanitaryware

Modular Kitchens and Wardrobes

Fabric, Furnishings & Rugs

Decorative Lightings

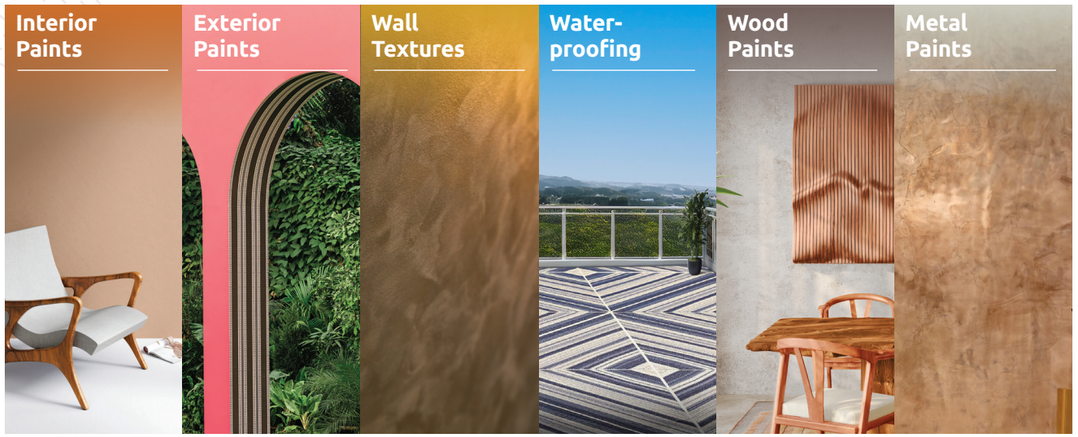
uPVC Windows and Door Systems

Furnitures

Textures and Painting Aid

Mechanised Tools

Our paint offerings



NEW LAUNCHES

Royale Glitz Reserv

Soft sheen interior paint providing a rich luxurious finish to walls. It also offers unmatched stain repellency to keep the walls beautiful and comes with 8 years of performance warranty.

Apex Ultima - Suprema Air-O-Clean

Exterior emulsion engineered with photocatalytic technology that neutralises pollutants like SOx & NOx, bringing them down to safer limits as set by WHO.

SmartCare Infinia

Termed as 'The Future of Waterproofing', it is a highly durable and strong coating with best-in-class crack-bridging ability. It offers up to 25 years waterproofing warranty for terraces.

Nilaya Arc

Luxurious ensemble of shades with a unique lime-based paint whose formulation and finish help create walls to deliver a rustic, tactile finish.

PU Palette Metal

All weather resistant coating designed for metal substrates, offering UV resistance and protection against corrosion. Customers have the option to choose from 2,500+ shades.

PU Palette PS Grey

Superior all weather resistant primer for metal and wood surfaces, with anti-corrosion properties and superior adhesion on metals.

OUR PRODUCTS AND SERVICES

NEW LAUNCHES

Nilaya WALL W.R.A.P

We launched Nilaya Play and Nilaya Once Wall W.R.A.P. (Wear Resistant Advanced Polymer) a pioneering, patented paint-film that is anti-bacterial, antifungal and water-resistant.

Made from naturally occurring minerals, these wallcoverings have zero VOC with no PVC or plastic usage.

Sabyasachi for Nilaya – Paris-Calcutta

Paris-Calcutta is a tale of two cities, both exuberant in spirit and abundant with art, thought, charm and glamour

– Sabyasachi Mukherjee

In the 10th year of collaboration of **Sabyasachi x Asian Paints**, Paris-Calcutta collection of wallpapers and fabrics were launched, comprising a vivid series of upholsteries, sheers and draperies in velvets, linens and cottons. With hand painted motifs created by The Sabyasachi Art Foundation, this collection of wallpapers and fabrics brings together the sophisticated artistry and cultural decadence of these two cities.

SERVICES

Our enduring leadership in the paints and home décor sector is driven by the consistent introduction of innovative concepts and dedicated service offerings. These include initiatives such as Colour Ideas, the Beautiful Homes Painting Service, Colour Next and Asian Paints Beautiful Homes Stores.

Beautiful Homes Painting Services

With the aim of delivering professional painting services focusing on timely completion, offering tailored colour guidance and dedicated supervision, our Beautiful Homes Painting Service provides customers with a seamless service and dependable painting solutions underpinned by top safety standards. This encompasses services such as interior wall painting, exterior wall painting, waterproofing service, and wood solutions.

175,000+
Customers used the Beautiful Homes Painting Services
↑ 25%

3,500+
Dealers participating in Beautiful Homes Painting Services
↑ 17%

Trusted Contractor Service

We make it easier to connect with painting contractors who have been through our thorough training and have a long-standing relationship with our Company. This enables us to provide you top-notch services from trusted contractors in your area.

72,000+
Contractors listed on Contractor Finder portal
↑ 11%

15,300+
Unique pin codes covered for lead servicing
↑ 12%

Beautiful Homes Service

An exclusive, end-to-end solution providing customers with personalised interior design service, complete with professional execution, to help them create their dream homes.

OUR GLOBAL FOOTPRINT

Asian Paints operates in 14 countries with 26 paint manufacturing facilities and services consumers in over 60 markets. From Nepal to Egypt and Fiji, our international business is built on strong local partnerships, market-specific innovations, and a consistent commitment to the Asian Paints quality and service.

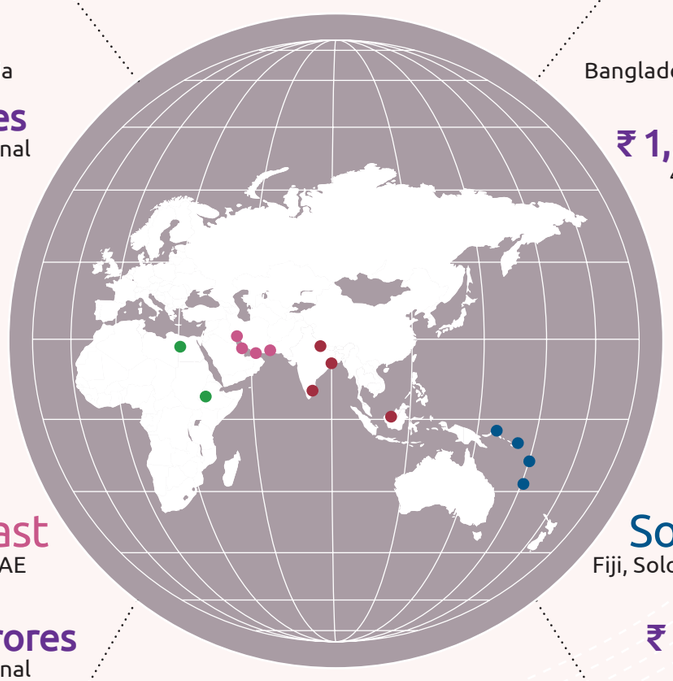
ON THE WORLD STAGE

13
Countries in which we operate outside of India

15
In-house paint manufacturing facilities outside India

₹ 3,066.4 Crores
International business revenue from the sale of products and services

Map not to scale.



Africa
Egypt and Ethiopia

₹ 560 Crores
18% of International business

Asia
Bangladesh, Nepal, Sri Lanka and Indonesia*

₹ 1,253.7 Crores
40% of International business

Middle East
Oman, Bahrain, UAE and Qatar

₹ 1,147.3 Crores
37% of International business

South Pacific
Fiji, Solomon Islands, Samoa and Vanuatu

₹ 158.6 Crores
5% of International business

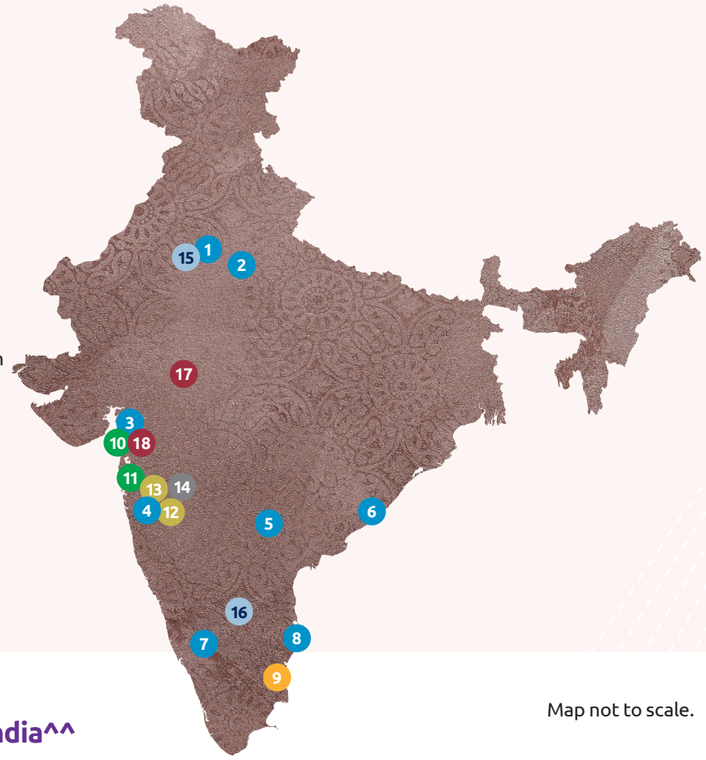
Note: Region-wise break-up excludes inter-Company elimination

*In March 2025, our Company has exited the Indonesia market through divestment.

FROM MANUFACTURING LOCATIONS TO RETAIL OUTLETS

We place great emphasis on creating an inclusive ecosystem. We have the largest distribution and retail network in the Indian paints industry, and it is the backbone of our performance.

169,000+
Retail touchpoints in India



Map not to scale.

Manufacturing locations in India^^
(Installed capacity per annum)

Decorative coatings

(Existing)

1. **Rohtak**, Haryana **400,000 KL**
2. **Kasna**, Uttar Pradesh **120,000 KL**
3. **Ankleshwar,** Gujarat **250,000 KL**
4. **Khandala**, Maharashtra **400,000 KL**
5. **Patancheru**, Telangana **80,000 KL**
6. **Visakhapatnam**, Andhra Pradesh **300,000 KL**
7. **Mysuru**, Karnataka **600,000 KL**
8. **Sriperumbudur**, Tamil Nadu **140,000 KL**

Chemicals

9. **Cuddalore**, Tamil Nadu **8,760 MT** (Pentaerythritol)

Industrial coatings

10. **Sarigam**, Gujarat* **14,400 MT**
11. **Taloja**, Maharashtra **21,000 KL**

Kitchen business

12. **Pune**, Maharashtra
13. **Wada**, Maharashtra

Bath business

14. **Wada**, Maharashtra

Weatherseal*

15. **Rewari,** Haryana
16. **Hoskote**, Karnataka

Upcoming

17. **Pithampur,** Madhya Pradesh (Decorative Coatings)
18. **Dahej**, Gujarat (VAM/VAE)

*Facility of subsidiary Company.

^^Over and above, our Company has also tied up with outside processing centres (OPCs) for manufacturing and purchase of certain products, where we do not have operational control.

FUELLED BY PURPOSE, POWERED BY CONFIDENCE

Dear Shareholders,

It is a privilege to address you once again this year, as the Chairman of the Board of Directors of this esteemed organisation. In a year when my engagement with the Company increased, I have come to admire even more the organisation's strong legacy, its undiminished potential for continued leadership of the industry as well as the unfailing support of our stakeholders.

I have also witnessed the resolute alignment of all stakeholders with the Asian Paints Charter, an embodiment of our purpose and values. The values represented in the Charter are not just referenced but lived, day in and day out, by each and every member of the Asian Paints family. They shape how we think, how we operate and how we engage with all our stakeholders.

A Year of challenges

The global landscape continued to be volatile, strained with rising voices for higher protectionism and continuing geopolitical conflicts. On the macro-economic front, the year started with a strong tailwind of expected policy rate cuts across major economies to unwind from the steep rate hike cycle that was warranted by spiralling inflation in the previous couple of years. The actual policy easing, however, has been shallower with rising prospects of global trade war muddling the outlook and this has played out adversely on consumption. Even in India, while the overall economic activity kept pace, the coatings and the larger home décor sector witnessed tepid demand conditions as subdued sentiments weighed down on consumption, contributing to the revenue decline for our consolidated business for the year.

Despite these headwinds, the competitive landscape intensified, with both new entrants and established players adopting more aggressive, often short-term strategies.

There have been many learnings from these challenges and the changed environment. I am glad that the Company has utilised these learnings to further sharpen the competitive skills and competences in order to forge ahead with renewed vigour and purpose.

As a leading paint Company, we responded with a balanced and strategic approach, prioritising long-term, sustainable value creation for all stakeholders. In this context, we enhanced our focus on value-driven offerings. Our Neo Bharat range—featuring advanced polymer technology—and the Sparc portfolio under the Tractor and Ace brands, provided compelling choices for value-conscious consumers. Simultaneously, we continued to elevate our premium and luxury segments with standout products like Royale Glitz and Nilaya Arc, delivering exceptional features and experiences.

Our vast and expanding dealer network and the dedicated applicator community remain vital pillars of strength for our leadership and we have reinvigorated our efforts to engage and deliver value to these stakeholders through increased investments in training, retailing enhancements and assisting lead generation. Our vision and intent to transition to an integrated home décor player, being a preferred choice in our customers 'home décor journey' to create their 'Beautiful Home', remains relevant and valid. Despite adverse business performance, impacted by softer discretionary spends and other challenges, we believe that being an integrated home décor player, is a strong differentiator, adding to our unique brand value. Our Beautiful Homes Stores network is now a 72-store-strong network allowing our customers to experience all our products and services under one roof with cutting-edge visualisation tools and customisation opportunities.

ESG woven into the business

Our commitment to Environmental, Social and Governance (ESG) principles continues to be a cornerstone of our strategic direction. Whether through our water stewardship programmes, sustainable operational practices, or initiatives that promote inclusive growth, we are proud of the tangible and far-reaching progress we have made. Guided by our ESG Charter, we have established clear, measurable targets across each of our strategic focus areas. Over the years, we have consistently advanced toward these goals. In FY 2024–25, we undertook a comprehensive assessment of our performance against our 2025 targets. Building on this momentum, the Board is now actively steering its efforts towards achieving our long-term ESG ambitions set for 2030. Our journey is one of continuous improvement, and we remain steadfast in our resolve to create long-term value for all stakeholders while contributing meaningfully to a more sustainable and equitable future.

In FY 2024–25, we undertook a comprehensive assessment of our performance against our 2025 targets. Building on this momentum, the Board is now actively steering its efforts towards achieving our long-term ESG ambitions set for 2030.

Board membership changes

During the year, Mr. Jigish Choksi stepped down from his role as a Non-Executive Director to pursue his family business and other personal interests. We express our sincere gratitude to him for his valuable contributions and dedicated service to the Board.

We were also pleased to welcome Mr. Varun Berry as an Independent Director and Mr. Ashish Choksi as an Additional and Non-Executive Director on the Board. Their extensive industry experience and strategic insights will significantly enhance the Board's collective expertise and governance capabilities as we continue to steer the Company toward long-term growth and value creation.

Looking ahead

Our enduring priority remains to create meaningful value for all stakeholders - consistently, responsibly, and with foresight. At the heart of this pursuit is our people. We are deeply appreciative of our teams whose agility, leadership and depth of expertise have shaped a culture that is both high-performing and deeply human. Our sincere thanks are also due to their families for their support.

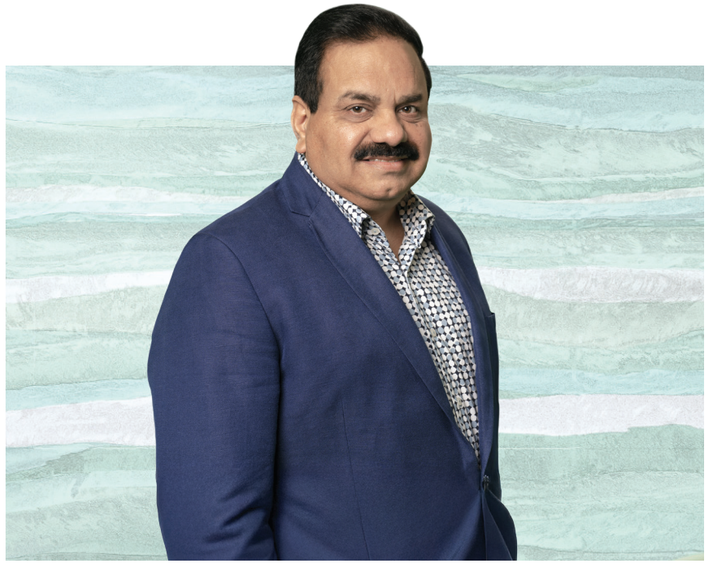
India is on an exciting journey of growth and transformation. With rising aspirations, bold policy reforms, and decisive implementation, the nation is poised to become the world's third-largest economy. This trajectory presents immense opportunities for those ready to evolve, innovate, and adapt. As a leading paint company, our strong brand salience positions us well to harness these opportunities. We remain focused on further strengthening this brand equity, which we believe is a key lever for sustainable growth and long-term progress. The evolving competitive landscape calls for pace, imagination and purpose. The resilience and forward-looking mindset of team Asian Paints, gives me great confidence that we will continue to strengthen our leadership as we look ahead.

I look forward to your continued support as we move ahead on this journey of growth, innovation, and value creation.

Warm regards,

R. Seshasayee
Chairman

REIMAGINING OUR CANVAS



Dear Shareholders,

As I pen this letter to you all, one word that comes to my mind to aptly describe the year, 2024-25 is 'Challenging'.

It has been a challenging and rigorous year for the entire domestic coatings industry despite the steady levels of overall economic activity in the country. The year saw further tapering of demand, continuing from a similar trend in the previous year. As a result, the coatings industry recorded a revenue decline, ranging from low single-digit degrowth to a flat performance for the year.

The slowdown in demand impacted all segments of the coatings industry though the decorative coatings demand was more severely impacted than that of industrial coatings. One of the key factors for the dampened demand conditions was the tepid consumer sentiments especially in the urban markets due to inflationary pressure and muted real wage growth. We witnessed consumers deferring spends on discretionary segments, including paints. This was further exacerbated by slow down in construction sector and constrained Government spends on infrastructure affecting the core industries of cement and steel as well. The rural markets were relatively better placed with support from the agricultural sector, contributed by above normal monsoon.

Demand dynamics and market response

The subdued discretionary consumption push led to visible downtrading, especially in premium decorative products. In this context, our strong intent to scale the organised market, and expand offerings in the economy segment under our 'bottom of the pyramid' strategy, led to relatively better growth in value-priced products, even as the premium end remained flat.

At the same time, our focus on the B2B Projects and Institutional business within the decorative segment was further reinforced. We made strong headway in product development, specification approvals and validation with key government ministries, including Railways, Civil Aviation, Roads, Defence, Irrigation and Urban Housing. As a result, our B2B decorative coatings business continued to grow despite overall subdued demand conditions.

Amidst these challenging demand conditions, the coatings industry also experienced heightened competition with the entry of new players and increased aggression from existing ones. This intensified pricing pressure, and elevated distribution and promotional spend, putting further strain on value realisation and profitability across segments. The competitive flux is expected to continue in the near term, presenting both a challenge and an opportunity for market leaders to sustain performance and sharpen their long-term value proposition.

The dampened consumer sentiments were also prevalent in the wider Home Décor categories, impacting our overall home décor business in the year. Various elements of our home décor offerings also faced severe constraints due to implementation of anti-dumping duty and BIS certification requirements, further hampering our ability to service the consumer demand in the market. We are taking multiple steps to address these constraints and improve our capability to service the market in an unhindered manner going forward.

Resilience in Industrial Coatings

The industrial coatings demand environment was relatively stable in comparison to that of architectural coatings. Both our Industrial businesses continued on their growth trajectory on the strong base of the last few years and took multiple initiatives to maintain the improvement in profitability. The collaborative way of working between our Decorative and Industrial business teams, offering the customers with a comprehensive range of offerings to cater to their multiple requirements, continued to provide an edge to our market expansion efforts.

Growth in our Automotive Industrial Coatings business was driven by the overall growth in the mobility sector driven by strong growth in the two-wheeler segment. The non-automotive industrial coatings business faced an uneven environment with demand in the first half of the year measurably lower while the second half saw a gradual improvement. Metacare – our unique asset integrity management service gained further traction fulfilling the evolving expectations of comprehensive asset assessment and preventive maintenance solutions.

Our partnership with PPG Industries Inc., USA offers tremendous advantages to both our industrial businesses to leverage the technological expertise from its parents to provide technologically superior solutions and enhance the value proposition for its customers.

The collaborative approach between our Decorative and Industrial business teams, offering customers integrated solutions, continues to give us a competitive edge.

International business

In the international markets, it was a mixed bag with markets in Middle East growing strongly through the year with continued investments in the housing sector in these markets while some of the key markets in South Asia and Africa underperformed under the strain of varied geo political and economic factors.

Sociopolitical developments with the ensuing slowdown on the economic front impacted operations in Bangladesh while our operations in both the markets of Africa – Ethiopia and Egypt, suffered from weaker consumer sentiments due to persistently high inflation in these economies. Nepal and Sri Lanka, on the other hand, were the bright spots in Asia making steady recovery as the year progressed and look well placed for further improvement in the coming year.

Given the prolonged challenges and slower-than-anticipated scale-up in Indonesia, we made the prudent decision to exit the market during the year, winding down our sub-scale greenfield operations to focus on higher-potential geographies.

Despite these regional challenges, we remained focused on strengthening our foundation across international markets through enhanced customer engagement, refined product and service propositions, that have fortified the long-term growth trajectory of our global operations.

Deepening our brand connect

As I commented earlier, the coatings industry in the country is seeing a flux with many new players entering the fray excited by the tremendous growth potential that this sector offers.

As a leading paint Company, we are looking at this opportunity to reinvigorate and reimagine key elements of our business models and further strengthen our value propositions for our customers, to continue delivering long-term sustainable performance.

One of the key pillars to build this long-term sustainability is building the saliency of our brand 'Asian Paints'. Even in the backdrop of these challenging times, we worked

MD & CEO'S MESSAGE

diligently to reinforce our 'Har Ghar Kuch Kehta Hai' proposition to drive emotional preference for brand 'Asian Paints' across all consumer segmentation. Homes across India reflect their character and have something to say. Asian Paints is, and will continue to be a part of this emotion. Our flagship digital content series, 'Where the Heart Is', has further strengthened this emotional bond, offering an intimate look at how personalities shape personal spaces, positioning Asian Paints as a true partner in the home creation journey.

As part of this brand salience, we continue to be the leading voice of the industry for Colour and Material trends, collaborating with experts from a range of creative disciplines to put together a comprehensive forecast of design directions in colours, materials, textures and finishes that are relevant to the world. This is an output of endless research and study to understand the varied influences of colour on lifestyle and learning from the fascinating stories that emerge from the vibrant landscapes in the world.

Strengthening our channel and distribution network

Our brand salience is underpinned by the strength and reach of our distribution network. We are now present across 1.69 Lakhs+ retail touchpoints, supported by a tiered retailing format strategy that allows us to offer differentiated product experiences across a wide range of markets. Our Servicing initiatives - the Beautiful Homes Painting Service and the Trusted Contractor Service, offered in collaboration with our retailing partners, is now the world's largest in terms of scale, covering customers across more than 650 towns servicing more than 3.25 Lakhs customers annually.

We will continue to invest in channel partnerships, looking at renewed, upgraded store formats, training the contractors, applicators and further enhancing our industry-beating servicing levels, to further strengthen our bond with all our channel partners. Continuous adoption of cutting-edge analytical and digital tools, now supplemented with advancements in artificial intelligence, will be imperative in this journey as we look at retaining the preference for brand 'Asian Paints' amongst all our channel partners.

Leadership through innovation

Innovation is another key pillar for building long-term business sustainability and reinforcing our leadership. Innovation has always been a key area of investments and efforts in the pursuit to deliver meaningful value propositions to all our customers. We have filed for 150+ patents and have been granted 85 patents so far, with a commercialisation rate of more than 35%. Over the last five years we have introduced more than 200 new products with differentiated performance properties at relevant price points, enhancing the range of possibilities for our customers.

Innovations such as All Protek, Royale Glitz, Nilaya Arc are some recent innovations providing superior product characteristics and are clear differentiators from the rest. The Cremè finish of Royale Glitz with mechanised tools is a 'never seen before' offering.

Another key focus area for innovation is in terms of improving the formulation efficiencies so that we retain cost excellence despite delivering differentiated properties. Over the last few years, we have successfully built capabilities to in-house manufacture some critical inputs ranging from emulsifiers, dispersants, biocides, speciality monomers and defoamers which not only open up opportunities for cost excellence but also help in incorporating critical performance attributes in products at game changing price points. In the last two years we have announced significant investments in the backward integration areas of VAM-VAE (Vinyl Acetate Monomer and Vinyl Acetate Ethylene Emulsion) and White Cement. Both these investments are progressing well and once commissioned, will further augment our capabilities to offer differentiated product solutions, unique from other players in the industry.

Home Décor

On the home décor front, we have launched several new products and collections.

We launched Nilaya Play & Once Wall W.R.A.P. (Wear Resistant Advanced Polymer), a one-of-its-kind launch offering a patented paint-film that is anti-bacterial, anti-fungal and water-resistant.

This reduces the time taken to complete a house makeover dramatically and is a game-changer in that respect. In the Full modular kitchens space, we introduced the Guardian cabinets, an innovative kitchen cabinetry solution that provides complete protection against any water leakages and termite infestations. PuraShield – a coatings led solution developed in-house, was introduced in our Faucet offerings providing a comprehensive solution to TDS and hard water related issues on faucet aesthetics.

Our home décor foray is also a critical element in this journey to reinvigorate and reimagine, evolving the saliency of brand 'Asian Paints' from 'share of surface' to 'share of space'. The brand is now synonymous not only with colour but with the full spectrum of home transformation, enabling customers to create their 'Beautiful Home'.

Continuing with this conviction we further strengthened our décor foray with new collections, network and store expansions. Our inspirational digital property beautifulhomes.asianpaints.com visited by over 12.5 million visitors annually, continues to be India's leading destination for home décor enthusiasts and design professionals for home décor inspiration, design services, and products.

Our Beautiful Homes Store network is now a strong 72 store network spread over 54 cities, delivering seamless design and décor solutions not just in the top tier cities but also across a large swathe of the emerging urban clusters in the country. We continue to work on enhancing the proposition of these stores as comprehensive décor destinations—bringing together curated design, personalised consultation, and advanced in-store visualisation and customisation technologies. 'Beautiful Homes Studio' concept the next frontier of this store format with a high-end luxury focus showcasing premium collections across furniture, fabrics, rugs, and lighting for the discerning consumers and design professionals, was introduced in 2 new markets of Surat and Guwahati, in addition to the one in Chennai launched in the previous year. During the year we introduced the 'Signature Store' format – an elevated premium play, as an exclusive format for our paint retailing partners to offer hi-end luxury décor, with two launches in Mumbai.

This year, we also took a big stride in the world of ultra luxury interiors further bolstering our play in the Home Décor space with the opening of Nilaya Anthology – a design destination in the heart of Mumbai at Lower Parel. It is a canvas for the most considered curation that is inspired by nature, craftsmanship, colour and history, and is a first-of-its-kind retail experience that celebrates over 150 extraordinary makers who are revered locally and internationally. Since its launch in February 2025, the response has been phenomenal, marking a new chapter for India's presence in the global luxury design narrative.

Our focus on sustainability

As we look at building on all these key pillars to enhance our capability to deliver long-term sustainable business performance, we are also cognisant of our responsibility to deliver this business performance with a firm commitment and actioning on our ESG goals.

As an organisation we have taken a set of industry-leading targets for 2030 on all the key aspects of Environment, Social and Governance areas.

We continue to strive to make all our operations more sustainable, building stronger stakeholder relationships and creating a strong governance standard.

Looking ahead

Challenges on the external front whether through changing geo-political terrain, uncertain and volatile macro-economic conditions or through emerging competitive landscape, are a continuing reality of our world. As a leading paint Company and a world-class organisation, we will continue to focus on strengthening our teams' capability to address these challenges with resilience and adaptability. As a team, we have navigated through various obstacles in our long journey with our unwavering commitment to our customers. And I am confident that with the entire teams' collective efforts, we will be able to turn these challenges into newer opportunities for growth and success.

The guidance provided by all the Board of Directors has been extremely valuable and I thank them for their unflinching support. I would also like to express my gratitude to each one of our shareholders for their continuing commitment as we move forward in our journey of being the brand of choice for our customers. *'Aakhir, India ka har doosra ghar kehta hai – Asian Paints'.*

Warm regards,

Amit Syngle
Managing Director & CEO

BOARD OF DIRECTORS

R. Seshasayee

I N ID

Chairman & Independent Director

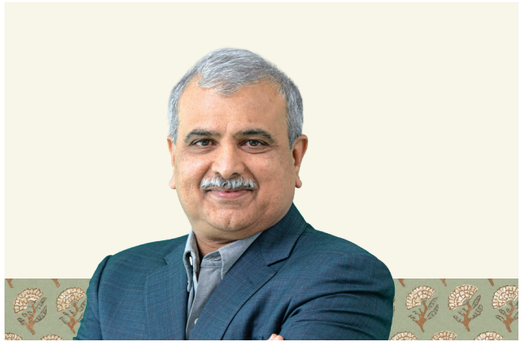
76 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings*: 100%

Brief profile
R Seshasayee, is a Chartered Accountant and brings decades of rich leadership experience across industries. He served as Managing Director of Ashok Leyland Limited from 1998 to 2011, the Executive Vice Chairman from 2011 to 2013, and the Non-Executive Vice Chairman until 2016. He was the Non-Executive Chairman of IndusInd Bank from 2007 to 2019 and held board positions at ICICI Bank and Infosys, where he also served as Chairman from 2015 to 2017.

A respected thought leader, he has helmed prestigious industry bodies, including as President of the Society of Indian Automobile Manufacturers from 2001 to 2003 and President of the Confederation of Indian Industry from 2006 to 2007.



Manish Choksi

N I

Vice-Chairman & Non-Executive Director

57 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings: 100%

Brief profile
Manish Choksi holds MBA degree from University of Houston and a bachelor's degree in chemical engineering from University of Houston. He joined Asian Paints in 1992 and has held leadership positions across various functions including Sales, Supply Chain, IT, International Business, Chemicals, and Human Resources. Prior to becoming a Non-Executive Director, he served as President – International Business, IT, HR and Chemicals and was a member of the Executive Council, reporting to the MD & CEO. He led the Company's digital transformation, international growth strategy, and entry into the home improvement segment. He was instrumental in restructuring the Company's joint ventures with PPG Industries Inc., USA and implementation of the supply chain management solutions.

A recognised IT leader, Mr. Manish Choksi, has served on the advisory boards of IBM and SAP and is an active angel investor.

Amit Syngle

C I

Managing Director & CEO

58 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 80%
Committee meetings: 100%

Brief profile
Amit Syngle holds MBA degree from the Centre for Business Management (CBM), Panjab University and a bachelor's degree in Mechanical Engineering from Panjab Engineering College. He has been associated with Asian Paints since 1990. He has held key leadership roles in Sales, Marketing, Supply Chain, R&D, and Business Development. As Chief Operating Officer of the Company, he managed the $ 2.5 Billion decorative business, including the then-acquired businesses in home improvement verticals of kitchen and bath.

He was appointed as Managing Director & CEO of our Company in April 2020. Since then, he has propelled the brand from a zone of 'share of surface' to 'share of space' in homes expanding into home décor categories like furnishings, lighting, and furniture. He also spearheaded several new initiatives and innovation platforms, fueling significant business growth over the past decade.

He is also a member of the Colour Marketing Group, USA, and has been awarded with various awards by the Indian and International Marketing fraternities.

Areas of expertise

- Sales and Marketing
- International Business
- General management and leadership
- Financial and risk management
- Technical, professional skills and knowledge, including legal, governance and regulatory aspects

Committees

- A Audit Committee
- S Stakeholders Relationship Committee
- C Corporate Social Responsibility Committee
- N Nomination and Remuneration Committee
- R Risk Management Committee
- I Investment Committee
- ID Independent Directors Committee
- Chairperson
- Member

*Attendance in Committee meetings also includes attendance of Independent Directors in their separate meetings.

For detailed profile of the Board of Directors, please click here

BOARD OF DIRECTORS

Malav Dani

C I

Non-Executive Director

49 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings: 100%

Brief profile

Malav Dani holds MBA degree from Columbia Business School and a BSc from Purdue University. He is also a certified Six Sigma Black Belt and alumnus of General Electric's (GE) Information Management Leadership Programme. After six years with GE's Corporate Treasury Department, he joined Asian Paints in 2005 and worked on customer-centric initiatives and became a Non-Executive Director in 2013.

Malav serves on the Board of Yale University's Jackson School of Global Affairs and has received special congressional recognition from U.S Congressman Joe Wilson.

A recipient of the Yuva Icon Award by Dr. A.P.J. Abdul Kalam, and the Business Excellence and Innovative Best Practices Award by Dr. Pranab Mukherjee, he also chairs and contributes to various industry bodies.

He founded the *"Sab Ka Mangal Ho"* Foundation for social transformation.

Amrita Vakil

C I

Non-Executive Director

44 years

Areas of expertise

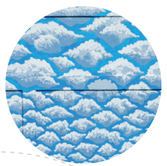
Attendance in FY 2024-25
Board meetings: 100%
Committee meetings: 100%

Brief profile

Amrita Vakil has been a Non-Executive Director at Asian Paints since 2014, where her leadership is centred on driving strategic enhancements across the Company, resulting in organisational success.

Amrita also served as the President of the Rotary Club of Bombay Bayview for FY 2022-23, leading various community initiatives. Her career in HR includes a pivotal role as HR Head at Frost & Sullivan since 2005, as well as an earlier 18-month stint as an HR trainee at Asian Paints in 2003.

With her blend of corporate expertise and dedication to community service, Amrita continues to make a significant impact in both spheres.



Jigish Choksi**

S R

Non-Executive Director

44 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 90%
Committee meetings: 100%

Brief profile

Jigish Choksi holds a degree in Bachelor of Science, Business Administration, from Rochester Institute of Technology, USA.
He began his career at Asian Paints in 2010 within the Sales & Marketing division. Over his five years stint, he spent three years as Area Manager - Project Sales before moving to the marketing team to oversee product launches in the Waterproofing range.

He is now Managing Director of ELF Trading and Chemical Manufacturing Pvt. Ltd., an agro-chemical Company. Additionally, he works with Navbharat Packaging Industries Pvt. Ltd., a corrugated box manufacturer in Ankleshwar, wherein he is actively involved in market and customer acquisition initiatives as well as in diversification of the product portfolio. He also heads his family office practice which manages investments in public equities, debt instruments and start-ups.

Milind Sarwate

A ID R

Independent Director

65 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings*: 100%

Brief profile

Milind Sarwate is a member of the Institute of Chartered Accountants of India (ICAI), the Institute of Cost Accountants of India (ICMAI) and the Institute of Company Secretaries of India (ICSI); and a CII-Fulbright Fellow, Carnegie Mellon University, USA.

He is an Advisor, Mentor, Independent Director, & ESG Contributor, leveraging his 41-year experience that includes long stints as CFO and CHRO in Marico & Godrej.

His independent directorships include Mahindra Finance, CEAT, FSN e-Commerce (Nykaa), and Hexaware. He specialises in audit committee roles. He has been on listed Company boards since 2005. His previous board memberships include Mindtree and International Paper.

In 2015, he founded Increate (meaning 'Uncreated' or 'Undiscovered'), which works towards business and social value creation, with a focus on capability-building, governance and social aspects of ESG.

Nehal Vakil

S R

Non-Executive Director

48 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings: 100%

Brief profile

Nehal Vakil holds a degree in Bachelor of Arts with specialisation in Finance from Eli Broad College of Business, Michigan State University – East Lansing, Michigan, USA.

She began her professional journey with Asian Paints in 1999 in the finance department, where she was responsible for monitoring budgets, variance analysis and corporate level financial reporting. She currently oversees operations at Vikatmev Containers Ltd, a prominent container manufacturing enterprise, where she leads growth and profitability strategies. In addition, she manages her family's investment portfolio, working closely with financial advisers to enhance long-term wealth creation and portfolio optimisation.

Ms. Nehal Vakil is also an avid traveller, and ardent cricket follower, and has keen interest in movies and music.

Areas of expertise

- Sales and Marketing
- International Business
- General management and leadership
- Financial and risk management
- Technical, professional skills and knowledge, including legal, governance and regulatory aspects

Committees

- A Audit Committee
- S Stakeholders Relationship Committee
- C Corporate Social Responsibility Committee
- N Nomination and Remuneration Committee
- R Risk Management Committee
- I Investment Committee
- ID Independent Directors Committee
- Chairperson
- Member

*Attendance in Committee meetings also includes attendance of independent directors in their separate meetings.

**Ceased to be the Non- Executive Director of the Company w.e.f. close of business hours on 31st March, 2025, upon resignation.

For detailed profile of the Board of Directors, please click here

BOARD OF DIRECTORS

Ireena Vittal

R A ID

Independent Director

56 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 90%
Committee meetings*: 92%

Brief profile

Ireena Vittal holds a Bachelor of Science (Electronics) from Osmania University, Hyderabad, and a Postgraduate Diploma in Business Management from the Indian Institute of Management, Calcutta.

She is widely regarded as one of India's most respected strategy consultants. A former partner at McKinsey & Company, she spent over 16 years advising global corporations on sustainable growth and scalability. She has worked extensively with governments and public institutions to design and implement solutions core to India's development, such as inclusive urban development and sustainable rural growth.

She is an expert in strategy - including digital, financial, marketing (consumer behaviour and insights) and sales/channel evolution and has vast experience in agriculture, urbanisation and the rural sector.

Soumitra Bhattacharya

N A ID I

Independent Director

64 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 100%
Committee meetings*: 91%

Brief profile

Soumitra Bhattacharya is a Chartered Accountant and holds a degree in Bachelor of Commerce (Accounting & Finance) from Kanpur Vishwavidyalaya, Uttar Pradesh.

He has over 41 years of corporate experience, including 28 years with the Bosch Group. During his tenure, he held several Leadership roles and was CEO and Managing Director of Bosch Ltd. and Regional President for the Bosch Group in India when he retired in June 2023. He is currently Non-Executive Chairman of Bosch Ltd.

Before Bosch, he served in key management positions at Tata Steel (Ipitata), Indian Aluminium Company Limited and Titan (Tanishq). He is currently the CEO and Director of Indian Foundation for Quality Management (IFQM) and also is chairman & member of the various industry bodies contributing in the areas of quality, innovation, business excellence, building agile corporate environments, economics and finance.

Dr. Gopichand Katragadda

C S

Independent Director

57 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 90%
Committee meetings*: 100%

Brief profile

Dr. Gopichand Katragadda holds a PhD, Master of Science in Electrical Engineering from Iowa State University, USA, and a BE in Electronics Engineering from Bangalore University.

He is the Founder and CEO of Myelin Foundry, an AI enterprise revolutionising media, industrial IoT, and automotive experiences. In addition to Asian Paints, he also serves as an independent director at Bosch Ltd. and ICICI Securities. He is the immediate past president and currently on the Board of Trustees of the Institution of Engineering and Technology.

Previously, he has held leadership roles as Group CTO and Innovations Head at Tata Sons and Chairman & MD of GE India Technology Centre. He is a GE-certified Six Sigma Master Black Belt, has over 30 journal publications and holds five patents.

He serves as Chairman and member of various industry and academic councils.

Varun Berry

ID

Independent Director

63 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: 86%
Committee meetings: Not applicable

Brief profile

Varun Berry holds MBA degree from the University Business School, Panjab University, India, and a bachelor's degree in Mechanical Engineering from Panjab University, India.

He joined Britannia Industries Limited as Vice-President & Chief Operating Officer in 2013 and currently serves as its Vice Chairman and Managing Director. With over 38 years of experience across leading companies, including Hindustan Unilever and PepsiCo in both Indian and global roles, he has led startups, turnarounds, and strategic joint ventures.

He also holds a certificate in Strategic Management from the Wharton School and the Global Leadership Programme at IMD, Switzerland.

Ashish Choksi#

S R

Non-Executive Director

56 years

Areas of expertise

Attendance in FY 2024-25
Board meetings: Not applicable
Committee meetings: Not applicable

Brief profile

Ashish Choksi holds a Bachelor of Arts in Economics from the University of Michigan, Ann Arbor, USA.

He began his professional journey at Asian Paints in 1992, in Supply Chain division of the Company wherein he was in charge of managing the Original Equipment Manufacturer customers paints requirements.

In 1997, he joined Ricinash Renewable Materials Pvt Ltd. ('Ricinash'), engaged in the business of oleochemicals derived from renewable, plant-based sources. He is currently working as the Managing Director and CEO of Ricinash.

Areas of expertise

- Sales and Marketing
- International Business
- General management and leadership
- Financial and risk management
- Technical, professional skills and knowledge, including legal, governance and regulatory aspects

Committees

- A Audit Committee
- S Stakeholders Relationship Committee
- C Corporate Social Responsibility Committee
- N Nomination and Remuneration Committee
- R Risk Management Committee
- I Investment Committee
- ID Independent Directors Committee
- Chairperson
- Member

*Attendance in Committee meetings also includes attendance of independent directors in their separate meetings.

#Appointed as an Additional and Non-Executive Director of the Company with effect from 1st April, 2025

For detailed profile of the Board of Directors, please click here

MANAGEMENT DISCUSSION AND ANALYSIS

Sharper focus. Stronger footing. As markets evolve and ambitions rise, we stay attuned to the signals - reading between the lines, scaling with intent, and shaping outcomes that matter.

INSIDE THIS SECTION

Macro-economic landscape	40
Business review	41
Financial review	56

MANAGEMENT DISCUSSION AND ANALYSIS

MACRO-ECONOMIC LANDSCAPE

In a year marked by persistent geopolitical tensions and policy transitions, the global economy displayed commendable resilience, though regional performance varied considerably. US, the world's largest economy, put all the concerns around soft-landing, hard-landing aside and continued to grow strongly reflecting resilience in private demand and a robust job market. In contrast, China facing dual challenges of low inflation and slow growth, was a drag on the overall global growth. Even the Euro-zone economy slowed much more than expected. Inflation, which was a major concern impacting all economies in the previous couple of years, slowed across all major economies opening scope for monetary easing across geographies though not to the same extent as envisaged at the start of the year.

Amidst this global backdrop of resilient growth, Indian economy saw a modest slowdown in economic activity relative to the robust growth delivered in the previous year. Bulk of this slowdown was on account of weak urban consumption on the back of tepid wage growth and consistent inflation impacting their disposable incomes. Rural consumption, on the other hand, exhibited pick-up with support from above-normal overall monsoon and higher agriculture output and prices. Like in other major economies, domestic headline inflation softened falling from 5.4% in the previous financial year to a six-year low of 4.6% in FY 2024-25. Tighter monetary policy, particularly restrictions on credit flows to non-productive sectors, also weighed on leveraged consumption. However, with inflation easing and fiscal support increasing, the consumption outlook is expected to improve in the near term.

2024 was a politically significant year, with elections across major economies, including India, the US, the UK, and France. While the national elections in India delivered results on expected lines with continuity of the Central Government, the election outcome in US is the one that will be reverberating on the world order for times ahead. The US Government's policy framework entails more protectionism and this has already created a lot of uncertainty across its major trade partners. This is bound to lead to heightened volatility across financial markets and every economy will have to brace for this in the year ahead. Meanwhile, the on-going geo-political conflicts will continue to strain the global outlook further.

Amidst this uncertain global backdrop of higher trade protectionism and trade conflicts, the focus will be on India's domestic consumption driven growth story. Rural consumption is expected to remain healthy with tailwinds from favourable monsoon, farm and non-farm wage growth and continued focus from Central and State governments on rural-focused welfare spends.

Slowing trend in urban consumption is also expected to wane after almost two years and the budgetary support in terms of lower personal income taxes for the lower-income and middle-income households is expected to provide a boost to consumption. Tighter fiscal and loosening monetary policy is further expected to support fall in interest rates in the domestic economy and with rebound in public capex cycle by the Government, its trickle-down effect in terms of rural and urban wages will support consumption trends in the near term.

Over the long-term, the firm commitment to structural reforms aimed at widening the manufacturing footprint across identified critical sectors and further accelerating the public digital infrastructure, provides a strong comfort on continued resilience of the India story and the huge opportunities this offers to industries across sectors.

The Indian coatings market is also expected to benefit from this secular growth trend in the country. Rapid urbanisation and expansive infrastructure development will fuel consumption of architectural as well as industrial coatings. With growing environmental consciousness, demand for eco-friendly coatings solutions across applications will also be on the rise. And this will further propel the efforts in research and adoption of new-age technology to bring out environmentally sustainable products and solutions.

BUSINESS REVIEW

Decorative business in India

FY 2024-25 was a challenging year for the decorative paints industry, marked by softer growth and uneven demand patterns. Urban markets remained under pressure due to subdued consumer sentiment, shaped by persistent, albeit moderating inflation. This was reflected in downtrading trends across categories. In contrast, rural demand showed relative resilience, buoyed by a favourable monsoon and stronger agricultural output. And while the overall demand environment was challenging, the industry saw heightened competition intensity from existing as well as new players, adding pressure to overall revenue momentum.

In this environment, we continued to focus on expanding the 'bottom of the pyramid' offerings, with Neo Bharat (latex paint reinforced with special polymer technology) and the Sparc range of products under Tractor Emulsion and Ace, enabling a stronger laddering for the consumer. This helped arrest the challenges of slow growth in the economy emulsions. The lower end emulsions basket was also supported by sub-segmentation of products to enable various offerings across finish parameters.

The premium and luxury emulsions performed in line with industry growth. We have enabled sharp proposition offerings and communication that will also be strong drivers in this new financial year. All Protek, Royale Glitz, Nilaya Arc are some recent innovations and builders to the envisaged futuristic portfolios. The Creme' finish of Royale Glitz with mechanised tools is a 'never seen before' offering. These have been furthered by Color Awards - a forum for top end Applicators to take these up with selling and advisory propositions. Specific unique offerings, including Dust proof proposition, a wide range of shade offerings with deep bases and our tried and tested warranty period.

The waterproofing category recorded growth across interior and exterior offerings, especially the terrace applications, offering not just excellent waterproofing property but also heat resistance. Superior offering of 25-year warranty in Infinia, Décor options under Damp Proof Play and upgrade option of Damp proof Xtreme were introduced in the year.

We continued to focus on expanding the 'bottom of the pyramid' offerings, enabling a stronger laddering for the consumer.

MANAGEMENT DISCUSSION AND ANALYSIS

In the wood-finish category while mainlines continued the penetration across markets, the fast growth segment of PU+ was leveraged through work with Architects, Furniture manufacturers supported by Field Technologists. With more than a decade of innovation in tools and implements, we are now recognised as category leaders in this adjacency.

In a category-first move, we introduced limited-edition packaging that celebrates the cultural richness of regions such as Kashmir, Karnataka, Tamil Nadu and Maharashtra.

These were designed to offer a personalised experience, with QR-enabled augmented reality bringing the narrative behind each design to life, creating a distinctive customer journey that blended tradition with technology.

We continued to focus on our leadership in 'Colour'. Since 2003, we have explored the influence of colour across lifestyles and disciplines, collaborating annually with experts from design, architecture, sociology, and art to define future design directions. The trends released for 2025 take this journey ahead with our shade and colour tools, collaterals enabling the leading practitioners across architects, interior designers and application professionals.

'Cardinal', anointed the 'Colour of the Year' 2025, is a shade that embraces every feeling from quiet contemplation to vibrant expression. It is a dusky, soulful shade that honours the complexity of being human—a reminder to find beauty in raw, unfiltered authenticity.

We continued to invest in channel partnerships with investment in training, lead generation under Beautiful Homes Painting Services, store upgrades and renovation for better consumer involvement, further reinforcing our bonds with our channel partners. Dealers have been our strength and medium for taking our varied offerings to consumers and applicators country wide.

Enabling a holistic business with sustainability for the dealer, value for money for the consumer and benefits to the contractor through good quality offerings, ease of transaction and pride for all stakeholders continues to be one of our work philosophy and we will work for further improvements in the time to come.

The tried and tested offerings of Asian Paints are proven in the words and love of consumer – after all India Ka Har Doosra Ghar Kehta hai – Asian Paints.

Artist Name: Miriam Badjo & Gangu Bhai
Name: Dreams in her Scapes, 2024

B2B business in decoratives and specialised products

What began nearly two decades ago as an extension of our retail business to serve large-format users has now matured into a key growth engine for our Company. The B2B team is not only present in the realty sector with paints and allied products but over the past 5 years has also created the key sub-vertical of Factories, Institutions and Corporates (FIC). In FY 2024–25, we further strengthened our capabilities with the creation of a dedicated B2G (Business-to-Government) team to capitalise on the infrastructure momentum across the country. This team is supported through technical collaborations with premier institutions such as the Indian Institutes of Technology (IITs) and other leading government research and testing bodies, along with experienced industry consultants.

The year saw us establishing product leadership through innovative solutions, taking these solutions to the various clients and bodies via numerous Knowledge Leadership Initiatives with empanelled speakers across streams and stakeholders. With increased consumer awareness and informed preferences, the realty sector continues to offer huge opportunities for us to fulfil the new-build as well as repainting segment demand for quality paint products. The FIC team has built strengths with flooring, waterproofing, metal coatings application systems among others. We have worked with leading corporates and factories across sectors including automotive, pharmaceutical, semi-conductor, data centres, chemical units and corporate offices and showrooms.

In the B2G segment, significant efforts were directed toward specifications and technical validations with major focus in projects of Defence, Railways, Civil Aviation, Roads, Chemicals, Irrigation and Urban Housing.

Among others, significant inroads were made across Gati-Shakti projects, bullet train and urban metro corridors, infrastructure projects in the the North-East. Product segments that enable this continuously are in the space of waterproofing solutions, corrosion resistant offerings and a wide variety of solutions that enable repairs, restoration and rehabilitation. With infrastructure development impetus across the country, our construction chemicals range has led from the front and seen tremendous success with us proudly participating in a number of landmark projects with some first in the world breakthrough products.

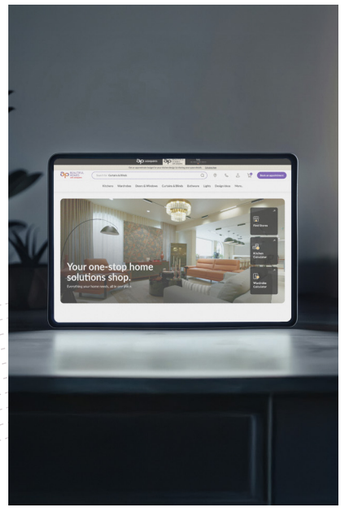
Innovations that differentiate solutions from a product-based approach to an industry first service-based approach has seen a lot of takers given how we have addressed pain points of consumers for long-term satisfaction leading to lasting relationships. Going ahead, we are planning to ramp up our presence across geographies and product ranges in line with the spends government has laid down for some critical ministries, industries and geographies.

Home Décor

Our home décor foray is with an aspiration of being the foremost integrated home décor brand in India, partnering with customers in their journey of creating their dream homes. And this aspiration is being realised through a range of product and service offerings in the wider Home Décor space through a robust Phygital network – digital presence via the website and social media platforms and strategically located physical stores to enable unparalleled consumer accessibility.

A continuously evolving inspirational décor content, immersive engagement and good design curation to build a new-age home décor, is at the heart of this digital experience.

The digital platform www.beautifulhomes.asianpaints.com continues to serve as India's leading online destination for design inspiration, décor content, and curated services.



MANAGEMENT DISCUSSION AND ANALYSIS

Atrio, a Beautiful Home Studio in Guwahati, Assam

Beautiful Homes Stores

Our Beautiful Homes Stores (BH Stores) network further reinforced our leadership in FY 2024–25, scaling to 72 stores across 54 cities, and delivering strong revenue growth across all décor categories. These stores function as end-to-end décor destinations, offering curated collections, personalised consultations, and advanced visualisation tools that enable informed decision-making. Our omni-channel approach remains a key strength. Influencer-led campaigns reached over 16 Million individuals, while our growing digital community of 6 Lakh+ followers continues to engage with premium design content daily. These efforts have translated into stronger customer relationships and an elevated in-store experience, underlined by consistently high NPS scores.

72
Beautiful Homes Stores across 54 cities

16 Million+
Individuals reached through our influencer-led campaigns

FY 2024–25 was a milestone year for our BH Stores vertical registering strong revenue growth across all décor categories.

The performance across both existing and new categories underscores the strength of our portfolio, execution focus, and consumer trust.

This year marked strategic progress in premium retail formats. We expanded the Beautiful Homes Studio footprint to Guwahati and Surat, building on the success of the Chennai Studio. These studios offer immersive experiences and showcase premium collections across furniture, fabrics, rugs, and lighting—positioned for discerning consumers and design professionals. Further elevating our premium play, we introduced the Signature Store format, an exclusive format to allow our paint retailers to offer high-end luxury décor, with two launches in Mumbai. These formats offer an integrated, high-end product suite across kitchens, baths, doors, windows, furnishings and more, set within a sophisticated retail environment enhanced by intelligent lighting and interactive design tools. These formats continue to drive stronger engagement and conversion in the luxury segment. Looking ahead, we will continue to innovate and deepen category penetration in the existing stores.

Technology-led in-store innovations and seamless phygital journeys will be central to our value proposition. With strong partnerships across the architect and designer ecosystem, and a robust supply chain to support scale, Asian Paints is well-positioned to lead India's organised home décor market and drive sustained growth in this vertical.

Décor Pro

We significantly expanded the 'Category Expertise' programme for our teams, bringing in-depth knowledge of paint and décor categories in 42 cities across India. This strategic initiative has delivered strong results across our diverse portfolio, including PU+ premium wood finishes, paints, fabrics, wallpaper, decorative lighting, kitchen, bath fittings and uPVC. The programme has strengthened our connect with the Architect and Interior Designer (AID) community, serving as a single point of engagement for over 5,000 AIDs across India. This direct interface has played a key role in increasing preference for our product range and reinforcing Asian Paints as a preferred full-spectrum décor solutions provider.

White Teak

The past year saw subdued demand conditions across décor categories and this was evident in White Teak Decorative lights business as well. The adverse conditions got further amplified due to the disruption caused by the BIS challenges last year which had a huge impact in sales and servicing for all the LED products. As a result of this, the total revenue achieved in FY 2024-25 was ₹ 107 Crores as compared to ₹ 133 Crores in the previous year.

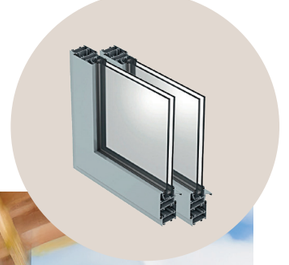
However, amidst this difficult environment we have strived to ensure that White Teak has maintained and built further on its positioning of being most elevated omni-channel décor experience and the leading brand in Decorative lights in the country. We launched six stores in tier 2 cities to enhance our presence across these markets, taking the full format experience stores count to 26. Our new store in Mumbai, launched during the year, is our largest store in the country, integrating furniture and light offerings, strengthening our play in home décor. The customised design vertical, implemented in FY 2023-24, is fully functional, showing our design and execution supremacy, building strong testimonies for brand – White Teak, across customers and AIDs.

Weatherseal

Weatherseal by Asian Paints is one of India's leading uPVC & System Aluminium Windows & Doors Company. Since the inception, Weatherseal has partnered with India's top developers and architects, completing over 5 Million sq ft of premium installations. Our products are crafted using cutting-edge European technology and internationally certified materials—ensuring durability, aesthetic excellence, and long-term energy efficiency. From soaring high-rises to elegant homes, our commitment to quality, innovation, and client satisfaction continues to set us apart in the industry.

With state-of-the-art manufacturing facilities in NCR region and Bengaluru, and a pan-India presence across 80 stores, Weatherseal provides end-to-end solutions—from precision manufacturing to expert installation.

For the FY 2024-25, the retail segment registered a strong revenue trajectory, with a growth of more than 50%. The B2B projects segment saw a conscious pulldown given the extremely tight pricing scenario in the market. As a result, at an overall level, revenues of ₹ 53 Crores in the current year remained flat as compared to the previous year. The successful launch of our System Aluminium range has opened new growth avenues in FY 2024-25. With a robust order book and encouraging market response, we are poised to further strengthen Asian Paints' presence in this segment in the coming year.



MANAGEMENT DISCUSSION AND ANALYSIS

Furnishings & Wallcoverings

During the year, we consolidated our No. 1 position in Wallcoverings and continued to bring marquee product offerings to India.

We launched new collaborations with marquee international players such as Pierre Frey and Sanderson Design Group.

We launched Nilaya Play and Nilaya Once Wall W.R.A.P. — a category-first, patented paint-film innovation that is anti-bacterial, anti-fungal, water-resistant, and offers market-leading coverage of 100 sq ft per roll. This breakthrough has significantly reduced installation time, enabling complete home makeovers in just three days, transforming how consumers experience wall décor.

We made remarkable strides in the furnishings business and continued to be placed amongst the top two players in the industry. With our extensive network, we continue to lead innovation in designs with collections such as Paradox, Munro, and the Dori series. We set up a market leading Design Excellence team to create a strong awareness and traction for the design forward collections. In FY 2024-25, we set the groundwork for further developing our Ador brand, through a concerted integrated media campaign creating a strong awareness and traction for the brand.

Nilaya Anthology, Mumbai

Nilaya Anthology

We recently launched Nilaya Anthology in the heart of Mumbai at Lower Parel. It is a singular design destination, spread across 100,000+ sq.ft., A canvas for the most considered curation that is inspired by nature, craftsmanship, colour and history. It is already predicted to have a major imprint in the world of design and culture across India and beyond.

It is a first-of-its-kind retail experience that celebrates over 150 extraordinary makers who are revered both locally and internationally. With a vision to shape sensibilities and create an Indian design philosophy, this is a project with ambitions that are both monetary and meaningful.

Nilaya Anthology's curation includes many leading designers and icons like Sabyasachi, Cassina, Ginori 1735, House of Finn Juhl, Kashmir Loom, Living Divani and LEMA to name a few.

Nilaya Anthology gives equal weight to regional crafts communities as it does to world-renowned pioneers, one-off antique objects and modern designs; all tied together by their respect for process, provenance and the people who make excellent design.

Nilaya Anthology functions as a masterbrand filling a critical gap in the design landscape by building and nourishing partnerships with handpicked international and domestic brands, artists, and designers.

The response since launching in February 2025 has been extraordinary. Nilaya Anthology has been lauded for everything from its architecture and curation to its exclusive debut of Nina Yashar's world-renowned Nilufar Gallery. It has become a place celebrated by press, collectors, and everyday consumers alike.

As Nilaya Anthology continues to evolve, it aspires to be a cultural and creative landmark, redefining the way India is positioned in the world of luxury interiors.

Décor and consumer services

Last year, our Beautiful Homes Solution shifted the trajectory from order booking to revenue and closed the year with a strong order completion, servicing more than 1,500+ customers.

Our flagship interior design service is now available in 13+ cities. Customer satisfaction has been a key focus, resulting in significant improvement in our Net Promoter Score over last year, which is aiding our business through referrals. We had also elevated the consultation experience by launching our own Inhouse Designer Software for Full Home Interiors and introduced several inhouse categories, customised designs backed with strong execution support with timely visibility of on-site work.

Our products are made keeping in mind the urban sensibilities of homeowners. The offering includes a comprehensive solution for homeowners seeking designs that blend adaptability and functionality, style, and personalisation. With the addition of newer categories such as wall panels, false ceilings, Beautiful Homes Service will become the most sought-after brand in the world of interior design.

Our brand's Trusted Contractor Service and Beautiful Home Painting Services connects customers with trained contractors, providing affordable options and further enhancing customer satisfaction.

With an extensive network and innovative features like real-time dealer dashboarding, product scanning for secondary liquidation visibility, and geotagging capabilities, we continue to redefine excellence in the professional painting services landscape. Demonstrating remarkable growth, adaptability, and innovation, we continue to improve our painting services and boast a service partner footprint spanning hundreds of towns across India, catering to the needs of 2.5+ Lakhs consumers.

During the year, we solidified our position as the largest painting service brand in the country, further elevating our service through superior workmanship, attention to detail and customisation as per individual tastes and preferences together with premium quality products and professionalism. Our Platinum tier of service has continued to be well-received across the country. Through a further scaling up of our Contractor Service across geographies, we have continued to build strong relationships with trained contractors, who also act as influencers, and with our customers who have access to cost-effective paint solutions.

Nilaya Anthology, Mumbai

MANAGEMENT DISCUSSION AND ANALYSIS

Kitchen

Sleek International Private Limited (Sleek), our wholly-owned subsidiary, has now merged business operations with Asian Paints from March 2025 as per scheme of amalgamation. The business operates in both, the full modular kitchens solution and components segment in this space.

In the full modular kitchen, wardrobe, and fitted furniture space, Sleek provides design-to-execution services through a national network of dealer-owned Sleek showrooms, offering premium, contemporary, and customised solutions to cater to diverse consumer preferences and project requirements. With a strong design, material, and execution pedigree that has been built over 30 years, Sleek continues to strengthen its position as a leader in the modular kitchen segment, increasingly servicing both consumers and large-scale residential developers.

In FY 2024-25, Sleek's modular kitchen business continues its network leadership with exclusive presence in over 300 stores across 160 cities and towns. In the components business we distribute a comprehensive range of kitchen hardware, accessories, appliances, wardrobe fitting and other hardware through 100+ distributors to over 4,000+ retailers pan-India.

Business performance

Sleek modular business had a healthy growth in the fiscal year. Luxury kitchens and wardrobes continued to contribute more than 35% of the value, reflecting Sleek's brand positioning as the preferred premium brand by customers and architects. A milestone achievement for Sleek this year was expanding manufacturing capabilities to inaugurate a new plant in Wada, Maharashtra, with a built-up area of 72,000 sq ft and a modular production capacity of 2.1 Lakhs sq ft per month. To achieve an enhanced design-to-manufacture journey, Sleek launched Dezigno, an in-house digital platform that offers seamless integration between consumer preferences, design visualisation, and factory execution. Dezigno significantly elevates the design experience, optimises delivery timelines, and improves operational accuracy. Sleek has also significantly enhanced its last-mile installation with over 150 trained carpenter teams overseen by supervisors and equipped with advanced tools.

As part of product development, Sleek launched Guardian cabinets, an innovative kitchen cabinetry solution that provides complete protection against any water leakages and termite infestations. It also introduced pre-laminated shades, a curated palette of finishes catering to the ever-evolving customer aesthetic. With inter-functional collaboration and continuous efforts, Sleek has serviced over 5,000 architect sites during the year and aims to significantly expand this collaborative effort in the coming year.

During FY 2024-25, the components segment witnessed muted demand environment and there was some amount of uncertainty due to announcements of Anti-Dumping Duty and BIS certification requirements in core category products. This resulted in a price revision action for imported products while simultaneously working to develop domestic vendors before the BIS implementation dates. We had an increased focus on India sourcing to derisk from the same in the future in other categories.

Our efforts in new products introduction in the recent years continued to yield results with overall contributions increasing to 25% of sale.

We have rolled out Sleek Select, a retailing solution to enhance customer selection of relevant kitchen hardware and accessories at the point of sale and have 100+ counters operational in this model. In the year, we expanded our product portfolio to bed fittings and other innovative solutions. We also made further inroads in supplying material to the OEM segment.

Our focus continues to be on selling our kitchen hardware and accessories through premium hardware showrooms, supported by focused efforts around carpenters while providing superlative solutions to consumers.

Bath Fittings and Sanitaryware

In our Bath Fittings and Sanitaryware business, we continued to scale our presence across both retail and project markets, offering solutions tailored to varied aesthetic, functional, and décor preferences. With a growing portfolio of innovative products and differentiated offerings, we remain focused on delivering quality, design-led experiences that align with evolving customer needs.

Business performance

In FY 2024–25, the Indian bath industry recorded modest and mixed growth, influenced by varying performance across product segments and price tiers. Although long-term enablers such as urban development, sanitation awareness,

and government-led housing schemes provided a stable foundation, the year proved challenging for the industry due to inflationary pressures, project delays in real estate, and a more cautious consumer mindset. Premium and branded categories experienced a slowdown, while demand remained more resilient in the mid to economy segments, particularly among regional and value-focused players. The business recorded revenues of ₹ 356 Crores during the year, leveraging the network and product expansion initiatives undertaken.

We maintained a strong focus on expanding both premium and economy portfolio. Our products under Bathsense CANVAS, a differentiated offering with a superior in-house developed coating provides a 25-year warranty with its unique Lotus-25 hydrophobic technology, continue to receive positive feedback from architects and top-end channel partners. Canvas Play, a concept that allows architects to mix and match different colour combinations on our faucets basis their design preferences, was also launched in the latter part of the year and was well received.

During the year, Bathsense introduced top-end 5 Way Neocontrol+ thermostat products supporting the technical superiority of the product offerings and attractively positioned Bathsense in the market as a partner of choice.

The business also launched new ranges in EssEss, which offers competitively priced products in value for money segment. PuraShield was another coatings led solution developed inhouse by Asian Paints R&T to provide a comprehensive solution to TDS and hard water related issues on faucet aesthetics. Plumber training and knowledge development continued to be focal points during the year, and these were driven by accreditation-led programmes. Our commitment to strong after-sales service standards remains a significant factor that sets us apart in both project-based and retail channels.

We continued to leverage the strengths of the Asian Paints group across technology, retail network with beautiful homes, the architect community and synergy with projects to make further inroads in the bath industry.

Supply chain

From the supply chain perspective, the year presented a very dynamic set of challenges. After a period of relative stability in upstream supply flows, the early part of the year witnessed some disruptions, followed by container shortages towards the close of the year. Despite these pressures, commodity prices remained largely subdued, aided by the global economic slowdown. However, the introduction of US tariffs and reciprocal trade actions later in the year dampened trade sentiment and exerted deflationary pressure on input costs.

In this context, our integrated supply chain approach that spans sourcing, procurement, backward integration, manufacturing, logistics, manufacturing technology, sustainability and joint value creation provided the strategic and tactical lever that ensured that we were able to offer differentiated products as well as opportunities to delight our customers together with our commitment to service excellence. With the demand conditions being quite dynamic, it was critical to enhance our next generation planning and execution engine to continue to deliver our world-class same-day order fulfilment benchmarks. This year, we scaled up our new Raw Material Procurement Planning solution MPX, which took an integrated view of the entire network to optimise the procurement cost while ensuring vendor share. It goes beyond traditional planning, capturing decades of purchasing expertise, optimising vendor shares, material alternates and country-wide inventories. Tailored for Asian Paints, MPX delivers significant cost efficiencies while enhancing production and storage synergies across facilities.

By enabling faster, integrated procurement planning, it allows our teams to focus more on strategic collaboration. MPX also drives our backward integration initiatives, strengthening self-sufficiency. Today, this engine stands as a strategic backbone by minimising costs, boosting supply chain agility and ultimately enabling us to serve customers better. Further, our foray into multiple product categories only intensified this year and the supply chain continued to support the launch of a plethora of innovative products with agility and expand the segmented supply chain. Our focus was also on maintaining optimum working capital despite the complex demand conditions.

We adopt a comprehensive stage-gate process to assess and onboard potential suppliers across multiple parameters, including quality, delivery, price competitiveness and legal compliance. The evaluation also critically examines ESG factors, such as environmental policies, management system implementation and self-declarations on human rights practices. Our efforts to cocreate value with raw material suppliers has yielded strong results this year as have our efforts to drive value and sustainability in the space of packaging. We continued to work on bringing in sourcing and formulation savings.

We continued to ride the wave of evolving changes in India's logistics sector to optimise our cost and carbon footprint. This year, we worked with our partners to set up dedicated fleets to unlock greater opportunities both in costs and in service. Frequent demand sensing, powered by machine learning is enhancing inventory management and minimising stockouts, thereby improving order fill rates. All these efforts will continue to give us strong competitive advantage in the medium term.

During the year, our factories continued on the maturity curve of the manufacturing excellence programme that saw strong engagement from our shop floor teams. This year, we drove more than 8,300 Kaizens and 260+ Blitz and Profit Improvement projects, thus creating a substantial measured value on the ground. Under the Vyansamadhanam initiative, we continued to demonstrate our sincere commitment towards the safety and well-being of our people and operations. This year, six of our plants have achieved the 'Generative Stage' in Behaviour Based Safety (BBS) and remaining two plants are in the 'Proactive Stage'. The drive towards road safety expanded to the larger organisation. We also took great strides in the domain of process safety through targeted investments in barriers and leveraging technology for proactive and reliable detection of process safety incidents and escalation in case of deviations.

This year we commissioned our expansions in Mysuru and Ankleshwar facilities. The Mysuru factory is now a 6 Lakh KL per annum facility – making it the largest paint factory in the world.

The Ankleshwar facility is an engineering marvel where we have built both flexibility and scale within the existing space.

Mysuru plant

International business

Asian Paints operates in 13 countries across four key regions: South Asia, the Middle East, Africa, and the South Pacific. Our global portfolio is marketed under seven established corporate brands — Asian Paints, SCIB Paints, Apco Coatings, Asian Paints Berger, Taubmans, Asian Paints Causeway and Kadisco Asian Paints.

Operating environment

Raw material prices remained benign for most part of the year, with a minor deflationary trend. This allowed most markets to operate at stable prices throughout the year and allowed all subsidiaries to focus on developing their business activities. However, interest rates continued to be at record high in many of the economies we operate in. Inflation in Egypt, Ethiopia and Bangladesh continued its upward trend and adequate price increases were taken in Ethiopia and Bangladesh market to protect margins. Operating costs have been under tremendous pressure across these markets due to high inflationary environment. Supply chain bottlenecks also continued intermittently across many subsidiaries due to geopolitical issues.

The year was also characterised by unprecedented events in many geographies, where we operate. Bangladesh was witness to political events in August 2024 which had an impact on the overall economic scenario in the country in that period. This period also saw disruption in operations and an impact on consumer demand. At the same time, the unit was able to get back to normalising operations, and spring back into regular transactions quickly. Bangladeshi Taka remained under pressure throughout the year and the availability of US Dollar has been scarce, leading to issues in raw material supplies.

Operations in South Pacific were also impacted by the strong earthquake in Vanuatu in December 2024, which disrupted normal life and cut off communication and logistics routes for a while. Our teams in the South Pacific were able to restore operations in January 2025 and have been working with the community there to build back housing and infrastructure.

The Egyptian Pound broadly remained stable in FY 2024-25 after a depreciation of nearly 53% in March 2024, following a 66% currency depreciation in FY 2022-23. With IMF support and government reforms, overall macroeconomic sentiment improved, and construction activity remained robust, driving steady demand in the coatings market. Construction activity and demand for housing continued at a strong pace in Egypt.

Ethiopia, which has been experiencing US dollar shortages for many years now, witnessed a massive currency devaluation. While such a massive devaluation led to initial operational disturbances, availability of USD has improved thereafter and is expected to further improve.

Business performance

Across regions, focused operational interventions helped mitigate the impact of currency depreciation and inflationary headwinds. All subsidiaries undertook rigorous initiatives to enhance operational efficiency, optimise working capital, and preserve liquidity, which proved essential in managing volatility in Egypt, Ethiopia and Bangladesh. Prices were increased wherever necessitated by the inflation in raw material and packing material.

At the same time, a series of initiatives across the Middle East, Egypt and South Asia units to connect with consumers through powerful product and service propositions has provided for a stronger business foundation for the future. The work of expanding the network and user base, across markets, continued with renewed energy - capturing new network counters, enrolling new contractors and improving consumer mind share. Growth in premium-luxury products played a pivotal role and enabled deeper shop-shares in existing critical and competitive retailers. We also continued our focus on product value propositions and worked on launching/revamping products across markets, ensuring better quality and comprehensive offerings to consumers. Décor and painting solutions offered under the umbrella of Safe Painting Solutions have been well-appreciated, revolutionised customer experiences and have helped us create a strong differentiator vis-à-vis competition.

Asia (South Asia and Indonesia)

Nepal has made a steady recovery in the areas of liquidity, new construction and overall market situation. Collections have been under tremendous pressure earlier but was managed well. Series of steps were taken by the unit to aid the customers in areas of financing and secondary sales. All these measures ensured a good recovery, increasing the number of actively transacting dealers through the year.

Due to uncertainty in Bangladesh, overall industrial relations atmosphere remained fragile in the country. Top line and profitability remained under pressure due to the uncertain market conditions and high inflation. Extensive work was carried out in working capital management and developing engaging propositions despite challenges. In Bangladesh, our offering of superlative performance in the 'Ultra Nonstick' Interior and Exterior Emulsion ranges has galvanised the category by offering innovation based high-performance paints for both aesthetics, stain and dust-free performance for years. It has seen significant consumer traction in the second half of the year. Premium and Luxury products coupled with waterproofing and construction chemicals played a strong role in overall performance. Sri Lanka's revival journey has been strong - the country took extensive measures for confidence build-up and the currency kept becoming stronger and stronger, well aided by IMF at regular intervals.

We also took measures for growth in all markets and across products, with specific focus on the Auto and Exterior Waterproofing category and achieved a much better than expected performance, including market share gain. Aggressive network reach work was carried out across geographies through marketing campaigns, dynamic servicing and focus on specific product categories. The Aquasafe Exterior Waterproofing Paint has been able to win over consumers across the country with its strong performance both on superior whiteness and protection from rain in the value segments.

Growth journey in Indonesia remained tough with a very slow scale-up and pressure on profitability and cashflows due to sub-scale operations. We evaluated all possibilities and took the step of exiting the market in March 2025 through divestment.

Africa

The Egyptian market remained uncertain and volatile with significant devaluation of currency leading to high inflation, dip in consumer demand and changing priorities of the customers. We took extensive measures to tackle uncertainty and competition post devaluation.

The Painter Loyalty Programme – Masterstrokes – continued to increase in both the number of active members as well as the number of transactions. Beautiful Homes Painting Service also continued to do well, providing access to a large number of consumers across the country. Cost reduction initiatives were also undertaken across all areas to ensure lesser dent on profitability.

In Ethiopia, civil unrest continued in parts of the country creating supply chain bottlenecks. Massive devaluation took place during the year leading to significant forex fluctuation losses and impacting the profitability. However, we took sufficient measures in forex management, product pricing and sourcing leading to a better than expected performance.

Middle East

The Middle East region has been a strong contributor in overall success of international operations, untouched by the currency issues.

Deflationary environment and strong investments in housing projects aided overall business prospects for the region. The highlight of business performance was the series of extensive efforts initiated to connect with the Arabic consumer at the time of Eid, with the powerful idea of 'Little

Décor ideas store in Muscat, Oman

Changes, Big Impact' which linked how small décor highlights made a big impact on the overall look of the home in the festive time. Premium-Luxury product category along with waterproofing and construction chemicals continued to be the strategic focus areas for a meaningful presence in the region. Investments have been made in engaging with contractors and consultants to create a long-term partnership.

A first of its kind, colour and décor inspiration store came up in Muscat, Oman in August 2024. This store allows consumers to explore choices in colour and design for their homes, aided by our expert Colour Consultants. The store has drawn strong footfalls, and provided good leads for business since its initiation. We also had the first colour trend forecasting outputs sharing event – The Colour Next - in Muscat, drawing participation from the design and influencer community in the country.

In Bahrain, while the retail segment registered marginal growth, the projects business faced headwinds and remained below expectations. In Qatar, customer experience and market presence improved following the establishment of a wholly owned subsidiary, which has enhanced local responsiveness and operational control.

South Pacific

Recovery in tourism has been good and aided overall growth. Extensive work was carried out in contractor's activation and project sales. Retail conditions in Fiji remained subdued through the year due to heavy rains and floods at various periods. The Islands' performance was inconsistent with Vanuatu badly affected by a major earthquake in December.

Industrial business in India

Asian Paints operates in the Industrial Coatings segment through two 50:50 JVs with PPG Industries Inc. USA – PPG Asian Paints Pvt. Ltd. (PPG-AP) and Asian Paints PPG Pvt. Ltd. (AP-PPG).

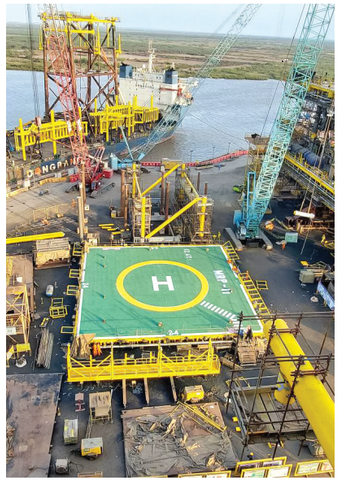
Automotive, industrial, refinish, packaging and marine coatings

PPG Asian Paints Private Limited hereinafter referred to as 'PPG-AP' (a joint venture between PPG Industries Inc., USA and Asian Paints Limited, India), one of the largest industrial coatings suppliers in India, PPG-AP manufactures and trades in paints, coatings and adhesives and sealants for automotive Original Equipment Manufacturers (OEMs), industrial segments, automotive refinish segment, packaging and marine segments.

Operating environment

The Automotive OEMs registered highest-ever builds at 5.1 Million units in the past year, though at a slower growth clip of about 3%. The year has seen moderated demand after higher Passenger Vehicle growth rates in the last few years. Almost all Automotive OEMs have committed to substantial investments in expanding their capacities and building infrastructure in the EV mobility space. This is a positive from a medium to long-term perspective for the automotive and all associated sectors in the country. Government is also enabling the sector with its Faster Adoption and Manufacturing of Hybrid & Electric Vehicles (FAME) and Production Linked Incentive (PLI) schemes to drive EV penetration in the country. The two-wheeler industry grew at a measured pace with a builds growth of 11.3% for the year. Over the last few years, the e-scooters have made their presence in urban areas as a means for individual mobility and this trend is expected to gather more pace with increasing awareness of environment sustainability in the consumers.

Saudi Aramco plant at Hazira, Gujarat



MANAGEMENT DISCUSSION AND ANALYSIS

Business performance

PPG-AP registered single digit growth in terms of sales and maintained strong profitability during the year. The year witnessed stable raw material pricing, though challenged by adverse currency fluctuations in the latter half of the year. Innovation in formulations and focus on driving operational efficiency helped to retain the profitability for the business.

PPG-AP continued to make further progress in leveraging the technological expertise from its parents, PPG Industries Inc., USA and Asian Paints to provide technologically superior solutions and enhance the value proposition for its customers.

Bengaluru-Chennai Expressway

Non-auto industrial coatings

AP-PPG, the second 50:50 JV of our Company with PPG Industries Inc., USA, serves the non-automotive industrial coatings market of India and operates in the protective coatings, powder coatings and traffic solutions segments, catering to clients in infrastructure, energy, oil & gas, construction, machinery and equipments, domestic appliances sectors, amongst others.

Operating environment

The growth momentum of the Indian economy waned a bit in the year, especially in the first half of the FY 2024-25. Investment in infrastructure sector slowed down measurably in this period and private investments remained sporadic. Shortage of skilled labour, particularly in the first half of the year, impacted the execution of projects. And while the demand conditions picked up in the second half, it was an overall subdued environment for the year amidst slowing down of formal sector wages and tightening of consumption lending norms. Weak demand and persistent liquidity challenges coupled with intensified competition saddled with surplus capacity meant that the industry experienced a spell of extremely competitive pricing putting pressure on growth and margins.

Nevertheless, the continued impetus of the government in infrastructure creation and the budgetary measures to reduce the tax burden are expected to provide support to a pick-up in demand conditions as we progress into the new financial year.

Business performance

AP-PPG delivered double-digit volume growth in a challenging year. The Company's focus on dealer network expansion, enhancement of product portfolio in its pioneering industrial tinting system and OEM relationships fuelled the growth engine. The Company took up multiple initiatives to elevate its customer experience by further expanding the partner loyalty programmes and digitalisation initiatives. To serve its customers better, the Company embarked upon its largest-ever capacity expansion programme which will increase its in-house capacity by 60%.

AP-PPG benefitted immensely from the collaboration with its parent companies – Asian Paints and PPG Industries Inc., USA in securing orders from public sector and international projects.

The Company remains committed to continuously enhance the value proposition for its customers leveraging the technological expertise of its parents.

Its unique asset integrity management service – Metacare – continued to gain traction with major PSUs entering into supply and apply contracts in Protective Coatings. The Company's Traffic Solutions segment registered healthy growth despite the slowdown in highway construction during the year. Powder Coatings business continued to enhance its presence in OEM segments – Appliances and Two-wheelers – on the back of innovative technology offering and superior technical service.

ESG integration

FY 2024–25 marks the completion of the first of the many milestones in our ESG journey. This Integrated Annual Report details the performance against each of the targets across our Environment, Social and Governance focus areas. We continue our ESG journey with our long-term targets set for 2030 and a continued commitment of making our operations more sustainable, build stronger relationships with our stakeholders and create a strong governance structure.

Read more on how we make our operations sustainable on →Pg- 86

Read more on how we build strong relationships with our stakeholder universe on →Pg- 104

Read more on how we work towards creating a stronger governance structure on →Pg- 146

Internal control systems and their adequacy

We have established robust internal control systems to ensure operational effectiveness and efficiency, reliable financial reporting, and compliance with applicable laws and regulations. These controls are commensurate to our Company's size, business, nature, geographical presence and complexity.

The governance structure clearly defines roles and responsibilities across Board-level Committees, functional leaders, and process owners, promoting accountability at all levels. Policies and procedures are regularly reviewed and updated to reflect emerging business requirements and regulatory changes.

Comprehensive standard operating procedures and controls are documented in detail and integrated into business processes to mitigate risks in operations, reporting, and compliance. Our ERP system, infrastructure, and checks form integral components of the internal control framework; leverage data analytics, predictive, and visualisation tools to identify data anomalies and trends, and are actively transitioning from manual to automated controls.

A robust compliance management system monitors compliance status online and updates requirements in line with the latest statutory changes and business operations. Various critical and key functions and processes are certified under ISO 9001, ISO 14001, ISO 45001, and ISO 27001, focusing on quality, environmental management, occupational health and safety, and information security.

Regular communication and awareness initiatives regarding the Code of Conduct, whistleblower process & mechanism, and various policies and procedures are conducted through e-modules and various physical and online training sessions to ensure common understanding.

Our internal audit governance is strong, providing assurance on the adequacy and effectiveness of internal controls. The risk-based internal audit plan and audit outcomes are periodically reviewed by the Audit Committee to ensure the effectiveness of our internal financial controls.

Enterprise risk management

We have instituted a robust Enterprise Risk Management (ERM) process designed to assess and monitor risks within business operations and from external environment. This process evaluates the likelihood and potential impact of these risks on our business, ensuring their effective mitigation.

In response to the constantly evolving business environment, shifting customer preferences, and the dynamic compliance landscape, ERM process has been adapted to address the significant changes in the variety of risks faced by us. This proactive approach ensures that we remain vigilant and prepared to tackle any challenges that may arise, safeguarding our business continuity and success.

For more details on Enterprise Risk Management, please read more on →Pg- 160.

Please refer to the narratives forming part of the Synergising relationship of this Integrated Report for the material developments in respect of Human Resources and industrial relations.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

Standalone results

(In ₹ Crores)

	For the year ended 31st March, 2025	For the year ended 31st March, 2024^
Revenue from sale of products and services	29,421.1	31,093.8
EBITDA	6,322.4	7,865.7
Net profit	3,584.9	5,315.0
EPS (in ₹)	37.39	55.43

Consolidated revenue

(In ₹ Crores)

	For the year ended 31st March, 2025	For the year ended 31st March, 2024
Decorative & home décor business	29,545.3	31,205.1
International business	3,066.4	3,061.5
Industrial business	1,185.7	1,115.5

Key financial ratios

Ratios	Standalone		Consolidated	
	For the year ended 31st March, 2025	For the year ended 31st March, 2024^	For the year ended 31st March, 2025	For the year ended 31st March, 2024
Debtors turnover ratio	8.5	8.6	7.4	7.4
Inventory turnover ratio (on COGS)	3.1	3.3	3.1	3.3
Interest coverage ratio[1]	95.3	153.4	45.9	63.4
Current ratio	2.3	2.3	2.1	2.1
Debt equity ratio[2]	0.004	0.010	0.045	0.059
Operating profit margin (%)	18.8%	22.6%	17.7%	23.3%
Net profit margin (%)[3]	12.1%	17.0%	10.9%	15.7%
Return on net worth (%)[3]	19.2%	31.5%	18.8%	31.0%

Notes

^ 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.

[1] Variance in ratio is due to lower operating margins.

[2] Repayment of borrowings has resulted in a reduction in Debt Equity ratio.

[3] Net profit margin and return on net worth declined due to lower profitability on account of subdued demand and higher selling expenses.

Creating long-term investor value

Our prudent financial stewardship ensures sustained returns and shared prosperity. While FY 2024-25 witnessed a decline in our market capitalisation from ₹ 273,060 Crores to ₹ 224,232 Crores, we remain steadfastly focused on the bigger picture. Over the past decade, our market capitalisation has grown by an impressive 188%, underscoring our ability to deliver sustained value to shareholders despite short-term market fluctuations.

We have consistently rewarded our shareholders through a progressive dividend policy. Over the last 10 years, our per-share dividend has increased significantly from ₹ 6.1 to ₹ 24.8, reflecting our commitment to sharing the fruits of our growth. For FY 2024-25, we have maintained the dividend payout ratio at 60% (excluding exceptional items), in alignment with our Dividend Distribution Policy.

To support our shareholders, we have robust mechanisms such as the Stakeholders' Relationship Committee and the Investors' Grievance Redressal Policy, designed to address concerns swiftly and efficiently.

Economic value creation

All figures here are on Standalone basis

(In ₹ Crores)

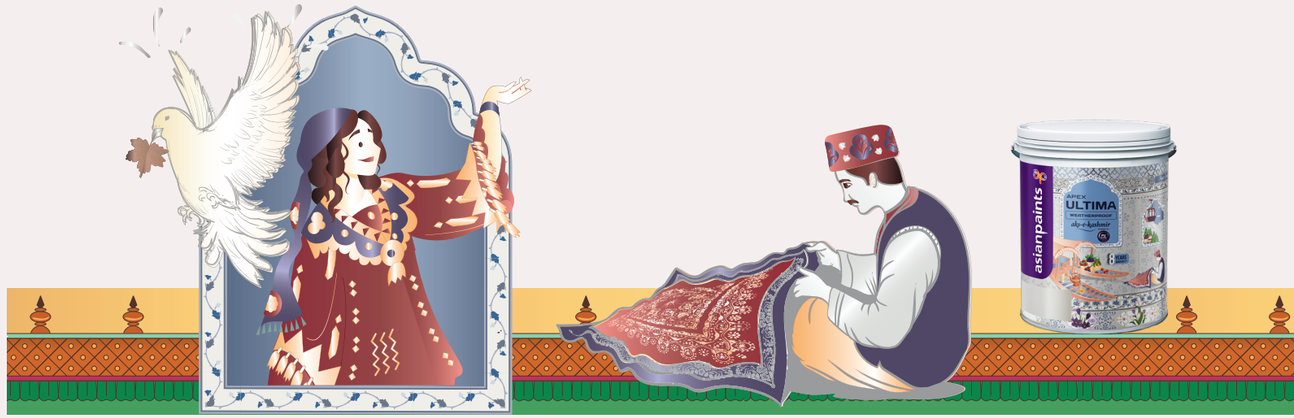
	FY 2024-25	FY 2023-24[1]
Direct Economic Value Generated[2]	**30,322.8**	**32,048.9**
Revenue from sale of products and services	29,421.1	31,093.8
Other operating revenue	131.5	133.2
Other income	770.2	821.9
Economic Value distributed	**28,731.6**	**29,922.6**
Operating cost	22,923.7	23,143.2
Employee Wages and Benefits	2,013.6	1,816.2
Payments to Providers of Capital	2,378.9	3,194.1
Payments to Government[3]	1,306.6	1,678.3
Community Investments	108.8	90.8
Economic Value Retained	**1,591.2**	**2,126.3**

Notes

[1] 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.

[2] 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 ₹ 58.8 Crores for FY 2024-25 and ₹ 62.7 Crores for FY 2023-24.

[3] It does not include the amount paid by our Company towards Goods and Services Tax (₹ 2,281.3 Crores for FY 2024-25 and ₹ 2,484.7 Crores for FY 2023-24).



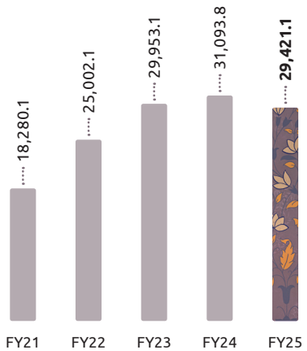
MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

All figures here are on Standalone basis

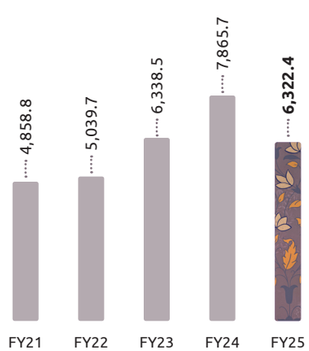
Revenue from sales of products and services

(₹ in Crores) **(5.4)%** y-o-y growth | **11.6%** 5-year CAGR



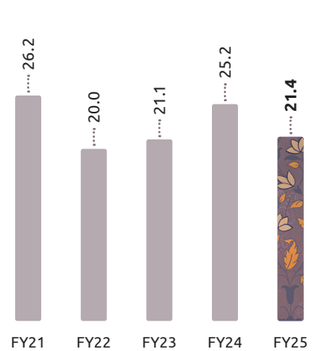
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)

(₹ in Crores) **(19.6)%** y-o-y growth | **8.5%** 5-year CAGR



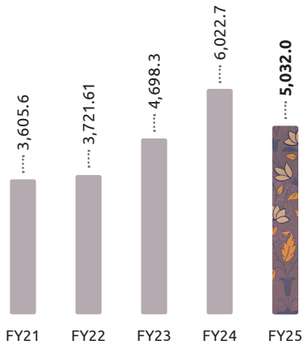
EBITDA margin

(%)



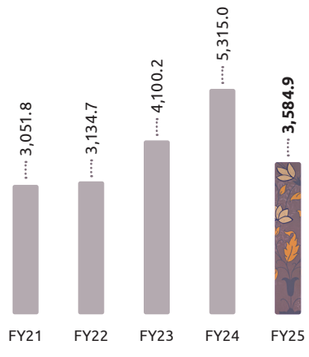
Cash profit

(₹ in Crores) **(16.4)%** y-o-y growth | **10.3%** 5-year CAGR



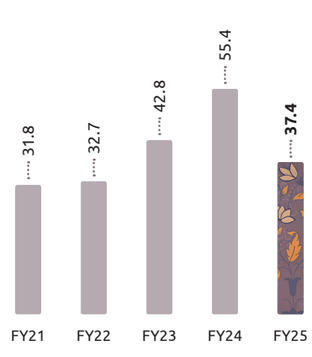
Profit After Tax (PAT)

(₹ in Crores) **(32.6)%** y-o-y growth | **6.2%** 5-year CAGR



Earnings Per Share (EPS)

(₹) **(32.6)%** y-o-y growth | **6.2%** 5-year CAGR

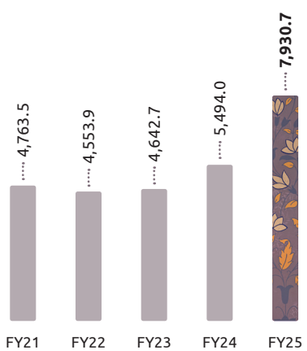


Note: The figures for FY 2023-24 have been restated on account of amalgamation of Sleek International Private Limited and Maxbhumi Developers Limited with the Company.

All figures here are on Standalone basis

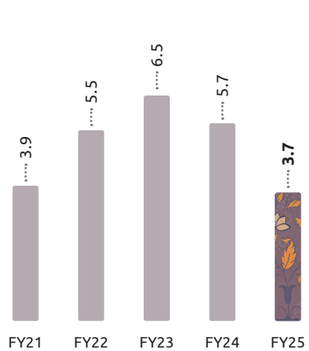
Net fixed assets

(₹ in Crores) **44.4%** y-o-y growth | **9.8%** 5-year CAGR



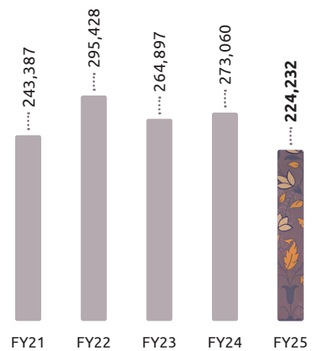
Asset turnover ratio

(x times)



Market capitalisation

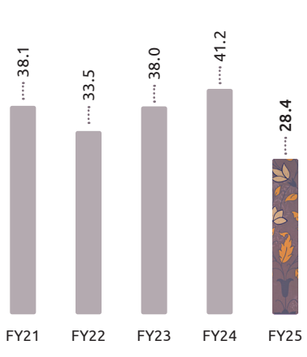
(₹ in Crores) **(17.9)%** y-o-y growth | **7.0%** 5-year CAGR



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

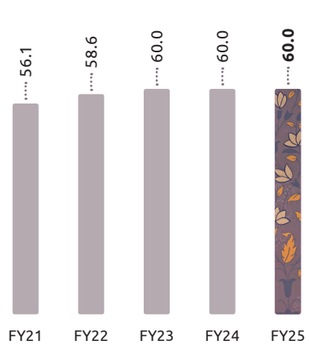
Return on Capital Employed (RoCE)

(%)



Dividend payout ratio*

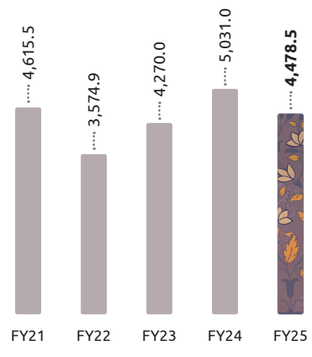
(%)



*Before exceptional items

Surplus cash

(₹ in Crores) **(11.0)%** y-o-y growth | **20.3%** 5-year CAGR



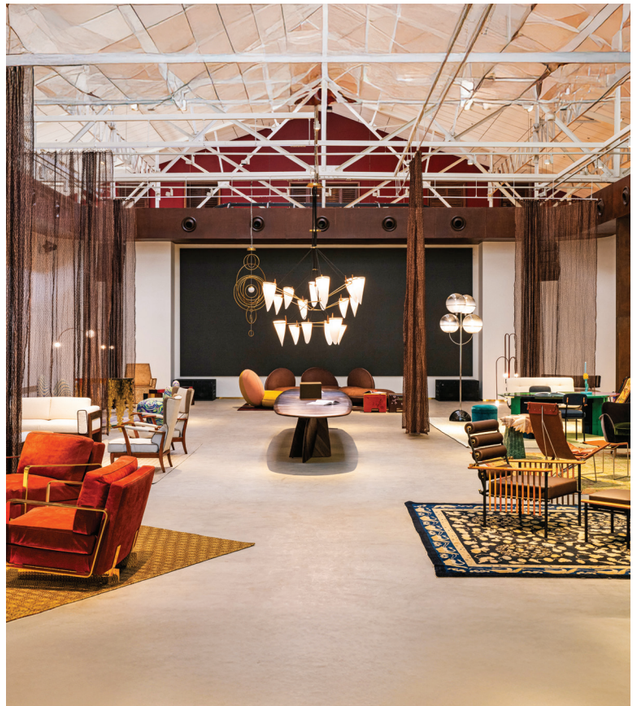
NILAYA ANTHOLOGY

Asian Paints unveiled Nilaya Anthology— a 100,000+ sq ft experiential space located in Mumbai's historic mill district. Conceptualised as India's first international design destination, Nilaya Anthology brings together collectible craft, luxury décor, and global design under one expansive roof.

More than just a retail environment, Nilaya Anthology embodies three core principles: Curation, Creation, and Experience. It offers visitors, designers, and homeowners access to a curated mix of global and Indian design—spanning artisanal carpets, vintage textiles, handmade ceramics, Kashmiri cushions, and hand-pinched clay artefacts. The space houses iconic international brands such as Cassina and Ginori 1735, alongside exclusive collaborations, including the Sabyasachi x Asian Paints collection of wall coverings and upholstery.

Sabyasachi space at Nilaya Anthology

Structured as an umbrella brand, Nilaya Anthology spans every facet of elevated living—from luxury bathware and bespoke furniture to antique collectibles, lighting, tableware, and textiles. The experience is enhanced by curated installations, storytelling-driven displays, and cultural programming that connects visitors with the origins and craft behind every object. The result is a deeply immersive environment that not only showcases design but also celebrates the narratives that shape it.

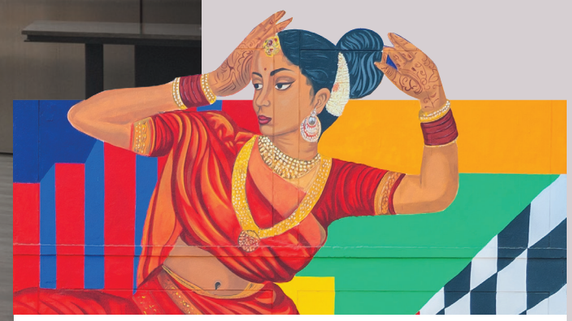


Nilaya Anthology is our bold step towards redefining luxury and experiential retail in India. It's not just about how homes look—it's about how they feel and the stories they hold.

Amit Syngle, MD and CEO

VALUE PROPOSITION

What we build is only part of the story. How we build it - through intelligent design, stakeholder alignment and scalable systems - is what defines our edge. Read on to know more about the mechanics of our value creation across innovation, manufacturing and material focus.



INSIDE THIS SECTION

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VALUE CREATION MODEL

OUR PURPOSE

We exist to beautify, preserve, transform all spaces and objects, bringing happiness to the world

OUR VALUES

Standing for each other's success ◆ Creative zeal ◆ Integrity ◆ Audacity ◆ Scientific rigor ◆ Customer passion

HELPS US TO UTILISE OUR INPUTS

Financial resources

Strong balance sheet supporting our growth plans
- Shareholder's funds: **₹ 18,983.5 Crores**
- Debt: **₹ 73.9 Crores**

Natural resources

Utilisation of various natural resources such as water, oil, etc.
- Renewable electricity consumption: **57.6%**
- Spend on water conservation: **₹ 27.2 Crores**
- Specific non-process water consumption: **0.46 KL/KL**
- Specific electricity consumption: **83.1 KWh/KL**

People and capabilities

Talented, diverse team of 30,000+ people
- Permanent employees: **11,111**
- Contractual employees: **22,490**
- Investment in Learning & Development: **₹ 19.2 Crores**

Communities

Beneficiaries of our numerous CSR projects across India
- Spend on CSR activity: **₹ 108.8 Crores**

Manufacturing capabilities

Pan-India state-of-the-art manufacturing facilities securing high levels of productivity and product excellence
- Property, plant, and equipment: **₹ 6,285.4 Crores**
- In-house installed decorative paint capacity: **2,290,000 KL/ annum**
- Manufacturing facilities (in-house): **13**
- Processing centres (Outsourced): **28**

Relationship with value chain partners

Pan-India network of dealers and suppliers
- Retail touchpoints: **169,000+**
- Supplier base: **28,000+**

Technology and innovation

Robust digital infrastructure and strong R&T capabilities
- Spend on Research and Development: **₹ 125.7 Crores**
- Scientists at Research & Technology Centre: **258**
- Patents filed: **159**
- Investment in Information Technology: **₹ 146.7 Crores**

TO DRIVE BUSINESS ACTIVITIES

Brand value propagation

Management process

Sustainable and safe manufacturing

Deliver products and services

Innovation-led products and services

Customer life cycle management

Strategic supply chain management

SUSTAINABLY

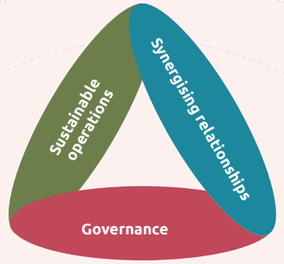
Sustainable operations

Energy conservation
Setting standards for energy neutrality and optimum resource utilisation

Product stewardship
Providing industry-leading environmentally sustainable product options in every category

Water neutrality
Ensuring water neutral operations

Nature positive
Achieving near-zero waste and emissions and foster circularity through the 3R principles



Governance

World-class governance
Being amongst the best governed companies

Ethics, transparency, quality and accountability
Developing robust business strategies, agile operations, strong risk management, and foster a culture of innovation and adaptability

Sustainable supply chain management
Prioritising ethical sourcing, reduce environmental impact, and promote social responsibility

Synergising relationships

Community ownership, Customer celebrations
Fostering the development of our communities and deliver customer delight

Water stewardship
Assisting local communities with their water requirements

Energising, equitable & inclusive workplace
Creating a workplace that celebrates diversity and values performance

Safe workplace
Providing healthy and safe work environment

IDENTIFY WHAT IS MATERIAL

Key material topics

Consumer delight

Climate change

Financial performance

Diversity & inclusion

Technology, innovation and digitalisation

Toxic emissions, waste and effluents

Business ethics and corporate governance

Occupational health, safety, and well-being

VALUE CREATION MODEL

PRIVY TO THE EXTERNAL ENVIRONMENT

- Political
- Economic
- Social
- Technological
- Legal
- Environmental

ADDRESS RISKS AND OPPORTUNITIES ASSOCIATED

- People
- New business complexities
- Shifting consumer preferences
- Competition
- Climate
- Reputation
- Evolving regulatory landscape
- Process and product technology
- Safety
- Fraud
- Large capex execution and management
- Counterfeit products
- Information/cyber security risk

Risk | Opportunity

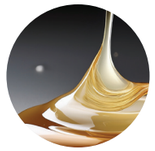
LEAD US TO DELIVER WORLD-CLASS PRODUCTS AND SERVICES

Products

Paints

Wall Coverings

Waterproofing


Adhesives

Bath fittings and Sanitaryware

Modular Kitchens and Wardrobes

Fabric, Furnishings & Rugs

Decorative Lightings

uPVC Windows and Door Systems

Furnitures

Textures and Painting Aid

Mechanised Tools

Manufactured and traded
Traded

Services

- Colour Consultancy
- Projects
- Beautiful Homes Painting Services
- Beautiful Homes Services
- Waterproofing Solutions
- Wood Solutions

AND CREATE VALUE FOR ALL OUR STAKEHOLDERS

Customers

Best-in-class products and services
- Net Promoter Score (NPS): **70**
- New products developed: **27**
- Customer complaints resolved: **94.4%**
- Awards for manufacturing sites across various category: **30+**
- Patent granted: **85**

Employees

Protecting and nurturing our employees
- Loss Time Injury Frequency Rate (LTIFR): **0.32**
- Employee engagement score: **78%**
- Retention rate: **80%**
- Training hours: **196,000+**

Investors

Ensuring high investor returns
- Revenue: **₹ 29,421.1 Crores**
- EBITDA: **₹ 6,322.4 Crores**
- EPS: **37.4**
- RoCE: **28.4%**

Vendors

Creating an inclusive ecosystem for partners
- Procurement of materials from local suppliers: **64.4%**
- New suppliers evaluated based on social and environmental parameters: **100%**

Communities & planet

Empowering through our sustainability and CSR activities
- Lives touched through health initiatives: **280,000+**
- Reduction in specific hazardous waste disposal: **78.7%**
- Water replenishment: **478%**
- Reduction in specific non-process water consumption: **52%**
- Reduction in specific effluent generation: **79.2%**
- Reduction in emission intensity: **69%**
- Reduction in specific electricity consumption: **28.3%**
- Water harvesting potential created: **273.3%**

Government and regulatory bodies

Maximise our positive direct and indirect impact on the economy
- Taxes paid: **₹ 4,931.0 Crores**

Influencers

Partnering for mutual success
- Number of AID collaborations: **5,000+**
- Business Influencers: **184,500+**

STAKEHOLDER ENGAGEMENT

We believe that building strong, collaborative relationships with stakeholders across the value chain is key to informed and effective decision-making. Through continuous engagement and a clear focus on their priorities, we create a dynamic environment that drives growth, innovation and transformative progress.

PURPOSE OF STAKEHOLDER ENGAGEMENT

Stakeholder engagement helps us anticipate change, co-create solutions, and build lasting trust. By listening closely to the needs of our dealers, customers, employees, investors, and communities, we are able to shape strategies that are relevant, inclusive, and future-ready. It ensures that our growth remains sustainable and deeply rooted in shared value.

Read more about our materiality assessment process to understand the role of stakeholders in identifying the material topics.

GRI 2-29 Approach to Stakeholder engagement

PROCESS OF STAKEHOLDER ENGAGEMENT

Planning

We define clear objectives and parameters for stakeholder engagement, leveraging our experience and insights from past interactions to guide the process effectively.

Identifying

We actively collect and analyze feedback to recognise the key concerns and expectations of our stakeholder.

Engaging

We collaborate closely with stakeholders to deeply understand their needs, align on priorities and build mutual trust.

Reviewing and improving

We emphasise transparency and inclusivity, continuously refining our engagement approach based on stakeholder input and evolving expectations.

CUSTOMERS

Through consistent engagement, we aim to drive customer satisfaction and gather insights for innovation, thereby building brand loyalty and reputation. We help our customers transform their homes into spaces of joy.

In FY 2024-25, we expanded our product offerings through luxury finishes, performance improvements, advanced technologies, sustainable solutions and increased physical touchpoints across India with Beautiful Home Stores. We sharpened our focus on personalisation and ease, launching innovative solutions across paints, waterproofing, and home décor. From intuitive digital consultations to immersive colour visualisers and end-to-end services, we enabled homeowners to create spaces that reflect their style, while reinforcing trust and loyalty at every step of their journey.

Key imperative

- Product safety and value for money
- Anticipating requirements
- Innovative products
- Creating value
- Convenience
- Solution and not just products
- Better services
- Sustainable products and services
- Delightful experience through the décor journey

70
Net Promoter Score

Frequency of engagement: Ongoing

Engagement approach

- Partnering in their journey from products to services
- Digital channels such as mobile applications, TV commercials, Company website, social media platforms, etc.
- One-on-one interactions
- Customer satisfaction surveys
- Customer service helpline
- Feedback surveys and calls post-redressal of complaints
- Dealer/contractor meets

EMPLOYEES

At Asian Paints, we are building a workplace where ambition meets care. We continue to advance our people agenda with stronger diversity, holistic wellness programmes and future-ready learning. From shopfloors to studios, we empower our people to grow, lead and thrive - with purpose and pride.

In FY 2024-25, we strengthened employee health and safety, and ensured their physical and mental well-being with many new initiatives. We strengthened our commitment to diversity and inclusion by updating our Charter to reflect these core values.

Engagement approach

- Programmes to ensure employee well-being and safety
- Employee engagement surveys
- Digital engagement
- One-on-one engagement, Townhall meetings
- Personalised learning and development programmes
- Regular performance review and feedback
- Intranet portal
- Engaging with potential campus hires in leading campuses
- Exit interviews

Key imperative

- Employee well-being
- Learning, development and growth opportunities
- Occupational health and safety
- Equity and diversity
- Robust rewards and recognition programmes
- Fair wages

1.00
Total Recordable Frequency Rate (TRFR)

7.4
Psychological Safety Score (out of 10)

Frequency of engagement: Ongoing

VENDORS

Our vendor ecosystem is central to delivering quality at scale. We build stronger supplier relationships by using technology, working together on new ideas, and focusing on sustainability. We see our vendors not just as suppliers, but as important partners in our growth.

We continue to foster strong partnerships with vendors, and the supplier ecosystem through collaborative partnerships that emphasise quality, innovation and sustainability. We believe in building strong, long-term relationships with our suppliers, rooted in transparency, trust and mutual growth.

Engagement approach

- Supplier meets
- One-on-one interactions
- Digital channels such as supplier portal
- Forums and seminars
- Collaboration with vendors
- Onboarding and ESG assessment

Key imperative

- Value creation
- Fairness in business dealings
- Timely payment and recurring orders
- Necessary knowledge and infrastructure support

100%
New vendors assessed on environmental and social criteria

Frequency of engagement: Ongoing

INVESTORS

With consistent value creation, we have earned the trust of our long-term investors. Our financial resilience is backed by disciplined growth, strong cash flows and a steady dividend track record - all delivered with clarity, consistency, and confidence.

In FY 2024-25, through regular communication via annual general meetings, investor presentations, and timely disclosures, we foster transparency and trust. This engagement ensures that investors are well-informed about our financial performance, strategic initiatives, and future outlook, enabling them to make informed decisions and remain committed to our Company's journey of value creation. Their feedback and expectations also provide valuable insights that contribute to our strategic direction and sustainable growth.

Engagement approach

- Annual general meeting
- Quarterly earning conference calls and analyst meets
- Integrated Annual Reports and Sustainability Reports
- One-on-one engagement/meeting
- Media updates – communicate business and financial performance and progress on priorities
- Filings with regulatory bodies
- Investor support and communication

Key imperative

- Consistent return on investments
- Long-term viability and sustainable growth
- Timely disclosures and compliance
- Sound corporate governance mechanism

₹ 3,106.8 Crores
Free cash flow in FY 2024-25

60%*
Dividend payout ratio in FY 2024-25

*Excluding exceptional items

Frequency of engagement: Periodic

COMMUNITIES

We take a focused, impact-first approach to community development, driving progress in water conservation, healthcare access and vocational skilling. We continue to strengthen partnerships on the ground, prioritise measurable outcomes and expand reach to uplift lives where it matters most.

For FY 2024-25, we strategically realigned our CSR efforts, prioritising water as per the community's need thrust area based on the CSR committee's guidance. We saw a rise in employee volunteer engagement.

Engagement approach

- CSR and sustainability initiatives
- Collaboration with non-government organisations
- Field visits
- Skill development
- One-on-one interactions
- Employee volunteering activities

Key imperative

- Social concerns such as health and hygiene, skilling and water management
- Sustainable way of carrying on the business
- Empower underprivileged sections of society/ vulnerable and marginalised groups through CSR activities

280,000+
Beneficiaries impacted through healthcare initiatives

Frequency of engagement: Ongoing

GOVERNMENT AND REGULATORY BODIES

We engage constructively with policymakers and regulators to stay ahead of evolving norms and shape industry dialogue.

We ensure full compliance with laws and maintain transparency and accountability. Timely tax payments demonstrate our responsibility towards public services and national development. Our business drives economic growth by creating jobs and supporting communities. We collaborate with the government on policies that promote innovation and societal progress, strengthening our shared goals.

Engagement approach

- E-mails and letters
- Conferences
- Industry forums
- Regulatory filings
- Meetings with officials
- Representations

Key imperative

- Compliance with all applicable statues
- Collaboration on national agendas
- Inputs for ease of doing business and regulatory reform
- Support the 'Make in India' movement
- Adopting and following sustainable business practices

₹ 4,931.0 Crores
Taxes paid

Frequency of engagement: Periodic

INFLUENCERS

We collaborate with cultural tastemakers and design voices who shape how India imagines its living spaces.

In FY 2024-25, we leveraged social media by partnering with influencers for 'DIY' videos, driving significant engagement growth across all platforms. Regional YouTube influencers helped us highlight our work empowering young sports talent, farmers, and transport workers via vibrant murals and practical contributions, showcasing a changing India.

How we engage with them

- Meetings
- Conferences
- Digital platforms

Key imperative

- Business collaboration
- Value addition
- Upgradation of products and offerings

184,500+
Business influencers

Frequency of engagement: Ongoing

GRI 207-3 Stakeholder engagement and management of concerns related to tax

MATERIALITY

Our materiality assessment is a strategic lens through which we prioritise what matters most to our business and to those we serve.

MATERIALITY ASSESSMENT PROCESS

We employ a structured materiality assessment process to identify and prioritise ESG focus areas that are most significant to our stakeholders. This process involves continuous stakeholder engagement, analysis of emerging trends, and alignment with global standards.

Identify

We identify a wide range of stakeholder issues by aligning stakeholder concerns with our business priorities through mapping exercises.

Prioritise

We prioritise stakeholders issues based on targeted surveys.

Validate

We validate and select the prioritised universe of material topics based on their relevance to stakeholders and our business objectives.

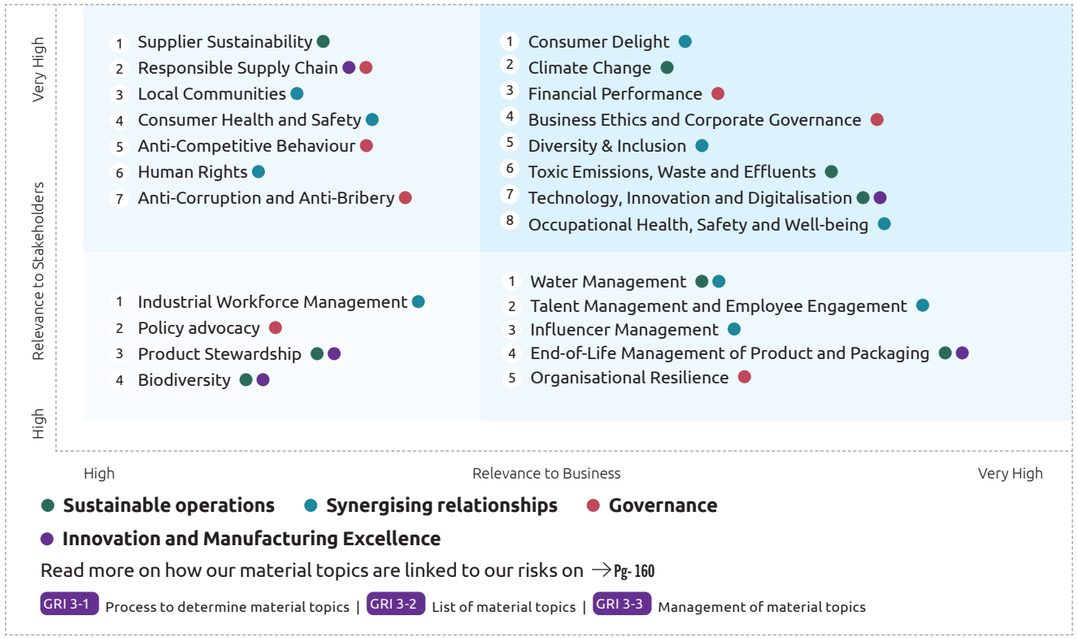
Disclose

We ensure transparency by disclosing material topics and performance.

MATERIALITY ASSESSMENT CONDUCTED

In FY 2020-21, with the aim of 'Bringing joy to people's lives' we conducted our first materiality assessment. With those identified topics, we formulated our ESG framework and set targets for 2025 and 2030.

MATERIALITY MATRIX



Read more on how our material topics are linked to our risks on → Pg- 160

GRI 3-1 Process to determine material topics | GRI 3-2 List of material topics | GRI 3-3 Management of material topics

INNOVATION AND MANUFACTURING EXCELLENCE

KEY MATERIAL TOPICS

- Climate Change
- Occupational Health, Safety and Well-Being
- End-of-Life Management of Products and Packaging
- Product Stewardship
- Technology, Innovation and Digitisation

ESG STRATEGY

Energy conservation

Water neutrality

Product stewardship

Nature positive

Safe workplace

Sustainable supply chain

STAKEHOLDERS IMPACTED

Customers

Vendors

Employees

Communities

At Asian Paints, we believe innovation and manufacturing excellence are the twin engines propelling our growth. With a strong focus on operational resilience, quality and cost efficiency, we continue to enhance performance across our facilities. Through strategic Research and Development (R&D) and technology integration, we not only raise industry benchmarks but also deliver value-driven, future-ready solutions tailored to dynamic customer needs.

INNOVATION

At Asian Paints, innovation is embedded in our DNA. We leverage cutting-edge research and emerging technologies to enhance existing solutions while continuously introducing differentiated offerings tailored to evolving customer needs. To strengthen strategic self-reliance, we have accelerated backward integration in critical input areas such as Vinyl Acetate Monomer ('VAM'), Vinyl Acetate Ethylene Emulsion ('VAE'), cement and speciality additives, enhancing both quality control and cost optimisation.

Research & Development (R&D)

Our research journey follows a structured and collaborative framework beginning with opportunity identification through cross-functional dialogue. This progresses to ideation, concept development, design inputs, prototyping, validation, and seamless scale-up into manufacturing, culminating in successful product launches.

R&D lies at the heart of this cycle. It drives technological advancement, establishing robust testing protocols, and translating fresh ideas into differentiated market offerings. This disciplined yet creative approach ensures that every breakthrough not only meets performance expectations but elevates them.

During the year, our Research & Technology (R&T) teams made significant contributions to national standards. Our scientists actively participated in sectional committees of the Bureau of Indian Standards (BIS) and the Research Designs and Standards Organisation (RDSO). Their efforts led to the review and upgrade of six Indian Standards, and one of our scientist, serving as convener of the scientist panel on test methods and resins/binders, was instrumental in developing over ten new test protocols, reinforcing our leadership in setting quality and safety benchmarks in the coatings industry.

159
Patents filed till date
17 additional filed in FY 2024-25

85
Patents granted till date
13 added in FY 2024-25

3
International research papers published in FY 2024-25

258
Scientists

27
New products developed in Decorative Paints

45
New products developed in Industrial Paints

4
Breakthrough projects implemented

₹ 125.7 Crores
Spent on R&D

Fostering bottom-up innovation

During the year, we hosted two editions of the 'Idea Canvas' programme - a platform for employees to brainstorm, learn collaboratively and shape ideas into actionable business outcomes. We received 206 idea submissions, from which 11 were shortlisted as business proposals. Through structured mentorship, this programme cultivates a culture of creativity and enterprise, strengthening our innovation pipeline from within.

INNOVATION AND MANUFACTURING EXCELLENCE

Fuelling innovation and excellence through UDAAN

Creative rigour and bold imagination defined the 10th edition of UDAAN – The Never-ending Quest for Excellence, our flagship innovation platform in FY 2024–25. This milestone edition focused on pioneering solutions that delivered distinctive product advantages, reinforcing our competitive edge in a dynamic market. A standout outcome was the development of Neo Bharat Exterior which is a high-performance offering for the bottom-of-the-pyramid segment, combining value pricing with superior protection, and demonstrating how innovation can be inclusive and impactful.

Strengthening our position through new offerings

We continue to strengthen profitability and product superiority through a range of innovative, high-performance offerings. For instance, Royale Glitz Reserve, our premium soft sheen interior paint, offers unmatched stain repellency and a luxurious finish, comes with 8 years of comprehensive warranties. While Nilaya Arc, inspired by heritage craftsmanship, brings artisanal elegance to contemporary spaces with over 100 shades, dual finishes, and low VOC credentials. Our pioneering SmartCare Barrier X 2K delivers exceptional waterproofing with remarkable tensile and adhesion strength, ideal for high-moisture areas, including basements and ceilings.

Driving innovation forward

Under our 'Nexpedition' Breakthrough Projects initiative, the R&T team led 15 high-impact cross-functional projects aimed at tackling complex product and technology challenges across a diverse spectrum—from waterproofing and floor coatings to powder coatings, automotive refinishes, and high-durability exterior paints.

Through agile execution and focused collaboration, 10 projects were successfully launched during FY 2024–25.

Key innovations

- SmartCare BarrierX 2K – Advanced basement waterproofing system
- SmartCare Grout GP2 – Precision grout for structural integrity
- Apcoflor Hi Tech PU – High-performance polyurethane floor coating
- ASPA Red Oxide Primer – Auto refinish
- ASPA Knifing Paste Filler Grey – Seamless surface repair for automotive refinishing

Samarthya Project

In its third year, our 'Samarthya' project saw six critical raw materials, emulsifiers, dispersants, biocides, speciality monomers and defoamers commercialised.

Our economically developed functional raw materials have unlocked new opportunities to enhance product properties at highly competitive price points. Beyond improving performance, these initiatives have deepened our knowledge of structure-property relationships and process engineering. This strengthened understanding is not only enriching our innovation pipeline but also reinforcing our ability to deliver superior products with enhanced value to customers.

Backward integration

We achieved significant milestones in our backward integration journey this year, marking strong progress across key projects. Notably, we advanced the development of VAE based polymers, with prototypes under evaluation for seamless product integration. The upcoming cement clinker project and progress on in-house cement integration have unlocked avenues for creating value-driven, differentiated products.

Construction of the VAM plant is underway while VAE emulsion prototypes have moved from lab to pilot stage. High-solid re-dispersible powder production has reached a major milestone, enhancing cost efficiency in products like putties and improving spray drying and colloidal stabilisation capabilities.

Sustainability

In our continued pursuit of sustainability, we successfully reduced CO_2 emissions by 39,085 MT through initiatives such as rutile reduction, biocide optimisation, solvent minimisation and replacing Portland cement with RMs having lower carbon footprint.

This year, 32 more products received GreenPro certification, bringing the total to 290, while four hold GS-11 certification, with four additional applications submitted. We also introduced Air-o-Clean, a breakthrough product designed to reduce harmful NOx and SOx gases from the environment.

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Sikshalaya – Asian Paints' Training Academy

Sikshalaya, our in-house technical learning academy, remains committed to advance technical competencies across our Company. During the year, we conducted six training sessions with both internal and external subject matter experts. A standout initiative was the Paints & Polymers Certification course, delivered in collaboration with SK Somaiya College, a respected institution known for its specialisation in polymer science. The programme offered 100 hours of learning which included 70 hours of theory and 30 hours of practical sessions with 24 participants successfully completing the course, earning an outstanding recommendation rating of 9.16/10.

"The certification course provided a concise yet comprehensive overview of key subjects—polymers, paint formulation, colourants, application techniques, defect analysis, scale-up processes, raw material functionalities, and analytical instrumentation. This well-rounded exposure has enhanced my ability to design polymers, characterise them effectively and prepare paint formulations for performance testing.

Participant

CASE STUDY

SETTING NEW BENCHMARKS AT THE ASIAN PAINTS ALCHEMY

Building on the momentum of its inaugural edition, Alchemy 2025 launched on 14th September, 2024, with an inspiring keynote by Dr. James Beacham from CERN. This year's edition expanded its scope with four diverse and forward-looking case study themes:

- Artificial Intelligence & Machine Learning for Coating Design
- Polymer-Nanomaterial Hybrids
- Sustainable Architectural Coatings
- Smart Coatings

The response was exceptional, with over 6,800 participants, including 200+ PhD scholars and 30 global entries from 16 countries. A total of 432 Phase I submissions were received—more than double the previous year across most parameters.

The finale of the case presentations was graced by an esteemed panel of external jury members, including Dr. Swaminathan Sivaram, Dr. Asha Syamakumari (NCL Pune), and Dr. Abhishek Singh (IISc Bangalore). We were also privileged to host a guest talk by Dr. Abhishek Singh, who shared valuable insights on the framework for AI in Material Science.

Alchemy was truly a one-of-a-kind experience that provided me with invaluable knowledge and insight into the new field of photovoltaic coatings.

Participant

The winning case study at Alchemy, presented by students from Tata Institute of Fundamental Research, Mumbai, showcased innovative use of plasmonic metals in coatings, offering aesthetic appeal alongside energy regulation and self-cleaning. Participants hailed from diverse academic backgrounds, including B.Tech, MSc, M.Tech and PhD programmes in material science, polymers, paint technology and chemical science.

Attending the Alchemy Conclave was an incredible experience! Traveling from Stockholm to Mumbai, I wasn't sure what to expect, but the event exceeded all my expectations. Alchemy, as a forum, brought together brilliant minds from across the globe, and the discussions on cutting-edge innovations in coatings and material science were truly inspiring.

Participant

Awards

Throughout the year, we were honoured to receive 3 prestigious accolades under 'FICCI Chemicals and Petrochemicals Awards 2024'

- Sustainability Leader of the Year
- Best Green Product (Chemicals Segment)
- Make in India Champion of the Year

MANUFACTURING EXCELLENCE

At Asian Paints, manufacturing excellence is a strategic imperative - powering productivity, elevating quality, enhancing safety, and reinforcing our environmental and cost efficiency.

In FY 2024–25, our decorative plants executed over 220 high-impact projects, doubling our cost savings year-on-year. These gains stemmed from a focused approach to continuous improvement, stronger Reliability Centred Maintenance (RCM) practices, and precision-driven asset care, ensuring high uptime and operational resilience across our facilities.

Our manufacturing teams actively embraced a culture of excellence.

13,000+
Ideas were logged, with 6,500 successfully implemented

4,500+
Problem-solving exercises were undertaken

3,500+
Contamination sources were eliminated

Enhanced 5S workplace practices have further refined factory aesthetics, improved safety protocols and boosted frontline productivity.

This relentless pursuit of excellence earned us over 30 awards from institutions such as CII, in addition to global recognition at the CCI Operational Excellence Summit 2024 in Belgium, where we received The Transformational Impact Award and The Project Excellence Award.

30+
Awards received by manufacturing sites across various categories

220
High impact projects executed

CASE STUDY

ACCELERATING PERFORMANCE EXCELLENCE

During the year, we sharpened our focus on performance improvement through the adoption of sustained best practices. A rapid deployment plan was rolled out across three sites, targeting critical Key Performance Indicators (KPIs) selected by our teams. At our Vizag plant, retail machine output surged by 50% within just two months. Through intensive training, 5S principles, and autonomous maintenance practices, we eliminated setting variations, minor breakdowns and mixer unavailability, while maintaining area cleanliness and optimal resource use. This success has created a blueprint for agile, scalable performance improvements, which we now aim to replicate across our other plant sites.

INNOVATION AND MANUFACTURING EXCELLENCE

Decorative coatings

Major expansions during the year

Mysuru Expansion Project

Asian Paints has doubled the Mysuru Plant's annual production capacity from 300,000 KL to 600,000 KL, making it the world's largest single-site facility for water-based paints. This milestone reflects our Company's commitment to innovation, efficiency, and sustainability.

The expansion integrates advanced technology and intelligent automation, ensuring seamless production flow through real-time monitoring of transportation and material movement. State-of-the-art material handling systems and data-driven insights have redefined operations, enhancing precision and efficiency. Notably, the plant operates with the lowest operational costs across all Asian Paints facilities.

Strategically located to address the increasing demand in southern India, the Mysuru Plant strengthens Asian Paints' position in the market.

Expansion inauguration of world's largest water-based paint facility at Mysuru

Ankleshwar Expansion Project

Since its inception in 1981, the Ankleshwar manufacturing plant has been a cornerstone of operational excellence. With a capacity expansion from 130,000 KL to 250,000 KL per annum, the facility now stands as a testament to Asian Paints' strategic growth and innovation. The seamless integration of state-of-the-art automation, cutting-edge technologies, and flexi-auto configurations ensures enhanced efficiency while retaining the plant's legacy as a hub for launching new and niche products.

The plant's design maximises vertical space, creating the largest SKU hub with over 800 SKUs, capable of catering to a diverse product portfolio with best-in-class service levels. Its infrastructure embodies flexibility, enabling it to adapt to evolving market demands while maintaining operational resilience. Sustainability is central to the plant's operations, powered by renewable energy sources such as solar and wind. This eco-conscious approach reinforces its role as a model for responsible manufacturing.

Ankleshwar facility

White cement

We are expanding our footprint beyond paints by establishing our first white cement manufacturing facility in Fujairah, UAE. This strategic move towards backward integration will enhance operational continuity, optimise long-term costs and strengthen quality control by reducing reliance on external suppliers. In collaboration with globally acclaimed consultants and equipment providers, we are developing a world-class facility across 17.5 acres, with a design capacity of 800 tonnes per day of clinker production.

White cement plant, Fujairah

DATA ANALYTICS AT ASIAN PAINTS

During the year, we sharpened our focus on business intelligence, promoting data-informed decision-making and accelerating data collation through advanced analytics. We enhanced our data analytics capabilities and upgraded our manufacturing data platform with cutting-edge technologies, driving greater efficiency and elevating the quality of our operational processes.

Data analytics and business intelligence tools

We are undergoing a dynamic transformation, evolving from isolated insights to a robust ecosystem of analytical solutions by creating seamless data flows from nearly 60% of connectable sources. This shift empowers our workforce to make autonomous, data-driven decisions, unlocking new efficiencies across our Company. Championing data democratisation, we have enabled our teams to extract significant value, embedding analytics at the core of our strategy.

Tech-enabled supply chain

We integrated built-in algorithms with our RM Procurement Optimiser to automate sourcing and select cost-effective alternatives without compromising quality. A cloud-based optimiser now enables agile supply chain responses. We partnered with multiple vehicle tracking providers to offer dealers real-time order tracking, significantly enhancing their satisfaction and experience.

Additionally, we implemented a robust packing automation system powered by Apriso at the Vizag plant. The system streamlines the various steps in the packing process, integrating with production and the warehouse systems and the label printers to orchestrate reliable and consistent packing and labeling across all the lines at the plant.

INNOVATION AND MANUFACTURING EXCELLENCE

Advancing self-serving analytical solutions

This year, we have made great progress in developing self-serving analytical solutions through Business Intelligence platforms. These solutions have been rolled out across Manufacturing, Quality, Engineering, Safety and Governance, empowering employees to generate insights independently, reducing reliance on IT support.

100+
Employees have been trained in Business Intelligence tools, database management and programming languages

These initiatives have sparked a culture of continuous learning, enabling teams to troubleshoot challenges independently and drive analytical excellence.

Our commitment was recognised at the UBS Forums, where our Sriperumbudur plant's Video Analytics project earned the Excellence in Manufacturing Process Award. We continue to celebrate employee-led innovations, inspiring a new era of performance enhancement across our operations.

Delivering tangible business impact

Over the last five years, our data analytics efforts have delivered considerable savings in areas such as material addition accuracy and power consumption. This reinforces our role in driving cost efficiency, while also enabling benchmarking across plants based on Manufacturing Efficiency, Cost Efficiency and Quality Control & Assurance.

Prescriptive analytics

We have strengthened our monitoring capabilities to mitigate temperature-related risks in monomer handling, ensuring safe and efficient operations. Our in-house machine learning model optimises tanker unloading and recirculation, preventing temperature breaches while providing valuable insights into equipment performance.

Driving complex manufacturing insights

We have advanced our analytical capabilities to uncover complex relationships between manufacturing equipment and material variance, offering deeper insights. This allows us to optimise processes, improve predictive maintenance, and reduce downtime, leading to enhanced operational excellence.

TECHNOLOGY AT ASIAN PAINTS

Brand management

We ran cost-efficient customer acquisition campaigns across multiple channels, leveraging our sophisticated digital marketing platform to achieve industry-leading conversion rates. To deepen brand engagement, we introduced dedicated digital portals tailored to the needs of brand managers and design professionals. In parallel, our call centre infrastructure was strengthened to maintain an exceptional 99.9% uptime. We also implemented a robust Product Information Management (PIM) system, streamlining the management of all digital assets.

Customers and channel partners

We deployed a next-generation outbound calling solution and intelligent web bots, which increased agentless query resolution from 33% to 66%, significantly enhancing call centre responsiveness. Further enhancing service integration, we launched a Common Sales Tool for Beautiful Homes Painting Services in India to facilitate seamless lead tracking.

We rolled out an immersive 3D Home Visualisation platform which includes a robust library of over 24000+ assets across Sleek, BHS, Bath Fittings, home décor, empowering the designers and customers to visualise design outcomes in real time. This has significantly contributed in seamlessly integrating advanced Design-to-Manufacturing capabilities to optimise workflows and drive operational excellence. The SmartTint app now enables remote operation of all Colour World machines, including catalogue sync, boosting speed and consistency across dealer networks.

For our international units, the Skyhawk Salesforce automation system was deployed across eight countries, improving project visibility and execution.

Employee enablement

We champion employee empowerment by offering intuitive self-service systems globally. By integrating effortlessly with travel partners, we create a seamless travel and expense claim experience that prioritises ease and satisfaction. Our metadata-driven integrity checks ensure transparency, while analytics-powered insights strengthen controls and speed up approvals.

Influencer engagement

Implemented next-generation loyalty management cloud to manage all loyalty programmes across regions from a single platform averaging 2,50,000 successful transactions per day. The platform enabled self-onboarding of and instant payments to influencer.

Cyber security

We strengthened cyber security posture by embedding rigorous information security protocols within our Software Development Life Cycle (SDLC), using Static and Dynamic Application Security Testing (SAST and DAST) powered by a hybrid model of open-source and enterprise tools. We introduced data classification and leakage prevention tools to safeguard sensitive information and mitigate accidental disclosures. In addition to antivirus and endpoint protection, we now conduct ransomware simulation drills to test and enhance organisational readiness.

Our Information Security Management System is certified to ISO 27001:2013 and was successfully upgraded to ISO 27001:2022 in March 2025. Based on an independent assessment of our cybersecurity framework, we received a 4 out of 5 maturity rating, reflecting alignment with industry-leading benchmarks across key domains.

Strengthening digital defences

We operate a best-in-class Security Information and Event Management (SIEM) system with 24x7 monitoring, supported by threat intelligence from global security agencies to pre-empt evolving cyber threats. Regular Vulnerability Assessment and Penetration Testing (VAPT) and Red Team simulations ensure continuous evaluation and strengthening of our security perimeter.

Transition to SAP RISE

99.9% Availability achieved with SAP RISE transition

We successfully migrated our ERP system - the S/4HANA ERP system - along with several other core applications to SAP RISE on Google Cloud in India. This strategic transition ensures 99.9% system availability, enhanced scalability, and a robust foundation for AI-driven innovation, positioning our Company for future growth and technological advancements.

ESG PERFORMANCE REVIEW

Purpose
Bringing Joy to people's lives

Business Strategy
Maximising stakeholders returns by propelling ESG Strategies

ESG
Environment, Social and Governance framework led by values

Core Values
are the pillars

Five elements of value creation through ESG

Focus on growth

Attract B2B and B2C customers with more sustainable products and improved access to resources

Resource optimisation

Lower energy consumption, improve material efficiency and water consumption intensity

Responsible corporate citizen

Setting standards for governance through self-regulation

Inspire employees

Values-led employees, best employee experience creating ambassadors for Asian Paints

Sustainable investments

Allocation of capital that enhances returns and also ensure long-term sustainability

Progress that lasts is built with intention. We are embedding environmental responsibility, social impact and governance rigour into the way we operate, keeping us future-ready, accountable and in sync with a world that expects more.

INSIDE THIS SECTION

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Synergising relationships	104
Governance	146

SUSTAINABLE OPERATIONS

At Asian Paints, sustainable operations are a key pillar of our ESG strategy, guiding our efforts to reimagine processes with a strong focus on environmental responsibility. We are dedicated to optimising resource consumption, improving energy and water efficiency, minimising waste, and embracing circularity across our manufacturing processes. Continuous innovation and a deep-rooted culture of environmental stewardship enable us to build operations that are both resilient and future-ready.

FY 2024- 25 HIGHLIGHTS

57.6%
Electricity comes from renewable sources at decorative paint manufacturing plants

478%
Water replenished equivalent to annual freshwater consumption at our paint manufacturing plants

20,150 tonnes
Recycled plastic used in packaging

KEY MATERIAL TOPICS

- Climate Change
- Toxic Emissions, Waste, and Effluents
- Water Management
- End-of-Life Management of Product and Packaging
- Product Stewardship
- Biodiversity
- Supplier Sustainability
- Technology, Innovation and Digitisation

ESG STRATEGY

88 Energy conservation

94 Product stewardship

97 Water neutrality

100 Nature positive

STAKEHOLDERS IMPACTED

- **Customers**
- **Communities**
- **Employees**
- **Investor**
- **Government and regulatory bodies**
- **Vendors**

UN SDGs IMPACTED

2025 REFLECTIONS: PROGRESS, CHALLENGES AND THE WAY FORWARD

Since establishing our environmental baseline in FY 2013-14, we have made steady progress in embedding sustainability across our operations and strategy. This foundation gave us the confidence to set bold environmental goals for 2025.

While we have achieved meaningful outcomes in several areas, we acknowledge that not all our 2025 environmental targets have been met. Lower-than-expected production volumes impacted intensity-based metrics, and capacity expansion and backward integration projects led to short-term trade-offs. Evolving regulations also shifted the assumptions under which some targets were set.

Like last year, we have continued to make meaningful progress in several critical areas of sustainable operations. In water stewardship, we have enhanced efficiency, increased recycling rates, and implemented community-focused water conservation projects. Our supply chain has taken significant strides towards increased level of sustainable practises and outcomes in the overall value chain through our engagement with our partners under Samaveta. Our commitment to circularity has advanced through increased material recovery, waste reduction, and by embedding life cycle approach into product development and operational practices.

As we now look to our 2030 goals, our focus remains clear: to scale what works, course-correct where needed, and continue to build environmental responsibility into every part of our value chain.

SUSTAINABLE OPERATIONS

CLIMATE CHANGE

Climate change mitigation | **Climate change adaptation**

Management approach

We recognise climate change as a critical challenge with far-reaching implications for our operations, supply chain, and stakeholders. Our approach is anchored in proactive mitigation and adaptation strategies that aim to reduce our environmental footprint and enhance long-term business resilience. We have adopted a structured decarbonisation pathway, focused on reducing Scope 1 and Scope 2 greenhouse gas emissions.

In line with our ESG roadmap, we have set ambitious emission reduction targets. While the journey has involved challenges, it has also catalysed internal capabilities and long-term planning mechanisms. To address broader climate risks, we have undertaken a comprehensive Scope 3 emissions inventory and continue to implement our Sustainable Supply Chain Programme to mitigate value-chain impacts.

We also apply climate scenario analysis and risk assessments, in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). These measures enable us to identify vulnerabilities, enhance our adaptability to evolving climate realities.

	Target 2025	Performance 2024-25	Status
Emission reduction Reduction in specific (Scope 1 & 2) emission per KL of finished product from baseline ($kgCO_2e/KL$)	32.8 ↓ 75%	40.9 ↓ 69%	

We are continuously working towards reducing our emission intensity which has declined by 69% from baseline year.

	Target 2025	Performance 2024-25	Status
Energy conservation Reduction in specific electricity consumption (KWh/KL) from baseline	60.5 ↓ 48%	83.1 ↓ 28%	

	Target 2025	Performance 2024-25	Status
Renewable electricity in total electricity consumed across factories (%)	75	57.6	

We are focused on increasing use of renewable energy and resorting to energy efficient ways in our operations thereby reducing our specific electricity consumption and enhanced focus on renewable electricity.

Note: Above snapshot is for decorative paint manufacturing units

Achieved | Unfulfilled

CLIMATE CHANGE MITIGATION

We remain committed to addressing climate change through a holistic assessment of emissions across our operations and value chain. Operational emissions primarily result from fuel and electricity consumption, while value chain emissions are linked to transport and upstream supplier activities.

Recognising energy and resource use as major contributors, we are actively advancing a decarbonisation strategy focused on enablers that addresses both direct and indirect emissions. While certain targets remain a work-in-progress, our approach continues to evolve with a focus on scaling solutions, embracing innovation, and maintaining momentum toward our long-term goals.

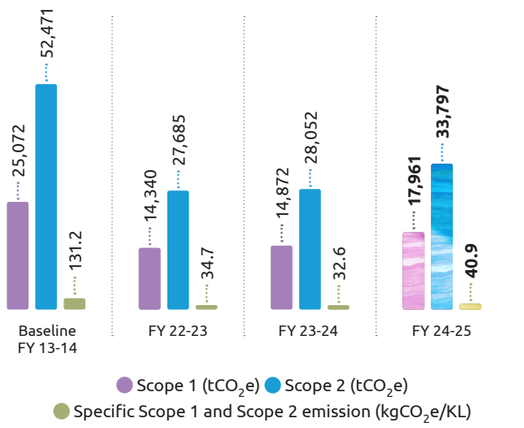
Note: Expansion related impact in new Ankleshwar premises before production commencement has been excluded for the management criteria namely, specific non-process water, specific hazardous & non-hazardous waste and specific electricity consumption.

Key enablers to address emissions across our operations

OWN OPERATIONS		VALUE CHAIN			
E1	E2	E3	E4	E5	E6
ENABLER 1	**ENABLER 2**	**ENABLER 3**	**ENABLER 4**	**ENABLER 5**	**ENABLER 6**
Energy efficiency	Renewable Energy	Sustainable optimisation of products and services	Lesser carbon intensive raw material alternatives	Engagement with suppliers to reduce emissions	Optimising transportation and distribution

Over the past decade, we have made notable progress in reducing our absolute Scope 1 and Scope 2 emissions within the decorative paints business. Since FY 2013–14, Scope 1 emissions have been reduced by 28%, while Scope 2 emissions have declined by 36% at decorative paint manufacturing units. Additionally, emission intensity has dropped by 69% from the baseline year.

Scope 1 & Scope 2 GHG emissions at decorative paint manufacturing units

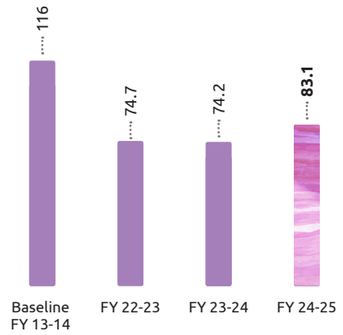


The Scope 1 and Scope 2 emissions on a standalone basis during the year were 87,435 tCO_2e & 52,727 tCO_2e respectively. The emission intensity was 107.6 $KgCO_2e/KL$. Biogenic emission due to the combustion of biofuels was 59 tCO_2e.^

E1: Energy efficiency

Efficient energy use continues to be a key enabler in reducing our Scope 1 and Scope 2 emissions. Our strategy focuses on process optimisation, adoption of advanced technologies, and upgrading legacy infrastructure with energy-efficient systems. These measures are further supported by regular training sessions and awareness initiatives focused on energy conservation.

Specific electricity consumption at decorative paint manufacturing units (KWh/KL)



Our specific electricity consumption at the decorative paints plants has seen an increase during the year due to capacity expansion and backward integration projects. However, over the baseline year it has reduced by 28%. This translates to 40,200 GJ of excess electricity consumption from last year and 149,803 GJ reduced electricity consumption from baseline year FY 2013-14.*

^GRI 305-1: Direct (Scope 1) GHG emissions | ^GRI 305-2: Energy indirect (Scope 2) GHG emissions | ^GRI 305-4: GHG emissions intensity
^GRI 302-4: Reduction of energy consumption

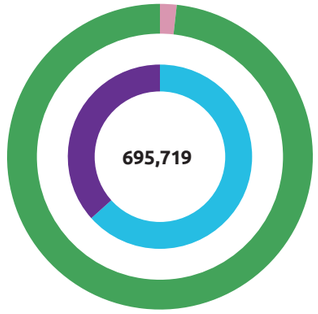
SUSTAINABLE OPERATIONS

During the year, energy consumption at our decorative paint manufacturing units stood at 695,719 GJ, with renewable energy accounting for 223,793 GJ. We continued to prioritise reduction in Specific Electricity Consumption across these units.

On a standalone basis, total energy consumption for the year was 1,525,716 GJ, comprising 1,033,343 GJ of direct energy and 492,373 GJ of indirect energy, including 12,251 GJ of procured steam. Energy intensity was recorded at 1.18 GJ/KL.^

We continue to track operational data across all sites to identify opportunities for improvement and to optimise energy performance. A structured energy audit framework has been institutionalised to support these efforts, enabling continuous enhancement and ensuring that we stay on course towards long-term energy efficiency goals.

Energy consumption by source at decorative paint manufacturing units (GJ)



Non-Renewable Energy

- Fuel: 299,489
- Electricity & Steam: 172,437

Total: 471,926

Renewable Energy

- Bio-Fuel: 475
- Electricity & Steam: 223,318

Total: 223,793

Initiatives undertaken across various plants towards optimising energy consumption

Energy optimisation at Kasna

At Kasna, we have reduced power intensity through targeted automation, temperature driven actuator valves, timed ventilation, VFD-controlled chillers, motion sensor lighting and synchronised cooling towers. Mixer runtimes were trimmed, saving a total of 311,011 kWh. These data-driven measures lower costs, cut carbon emissions, and uphold our ISO 50001 energy management standards.

Solar drying system at Rohtak

At Rohtak, we introduced a 400 sq mt solar drying system to replace fossil fuel processes, reduce waste and cut emissions. Harnessing clean solar energy, it achieves up to a 5% reduction in residue, lowers operational costs and carbon output. This zero emission solution not only advances environmental objectives but also provides an exemplary model for sustainable industrial practice.

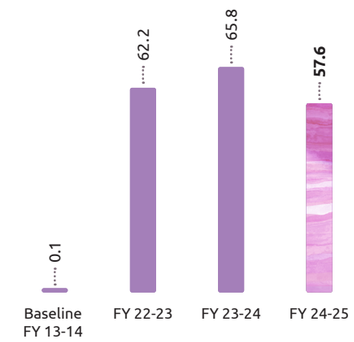
Optimising air systems at Khandala

The Sigma Air Manager (SAM) optimises compressed air systems, addressing key issues like inconsistent air supply, high energy consumption and unnecessary compressor runtime. SAM ensures demand-based control, reduces power usage and improves compressor efficiency, cutting costs and maintenance. Key benefits include a 4-5% reduction in energy consumption, lower maintenance costs, improved equipment lifespan and reduced downtime.

E2: Renewable energy

Our decorative paint manufacturing facilities have a total installed renewable energy capacity of 48.9 MW, comprising 24.6 MW of solar and 24.3 MW of wind power. During the current year, Renewable energy has met 57.6% of our electricity requirements, helping us avoid approximately 45,067 tCO_2e emissions as compared to base line year.*

Renewable electricity consumed across decorative paint manufacturing units (%)



Decarbonising steam generation at Mysuru

At our Mysuru plant, we have replaced natural gas-fired boilers with electrically driven heat pumps powered entirely by on-site renewable energy. Previously, steam generation relied on natural gas, driving significant Scope 1 emissions. By harnessing surplus solar electricity, the new high-capacity heat pump system eradicates fossil fuel use without increasing Scope 2 emissions, fully aligning with our renewable energy commitments and long-term decarbonisation targets.

The heat pumps deliver stable, efficient performance with reduced maintenance compared to combustion boilers, bolstering operational resilience during energy intensive processes. Integrating solar energy into core thermal applications strengthens our clean energy mix and underlines a scalable decarbonisation pathway, enhancing our ESG profile. Economically, the initiative avoids natural gas procurement exemplifying the synergy between cost effectiveness and environmental stewardship.

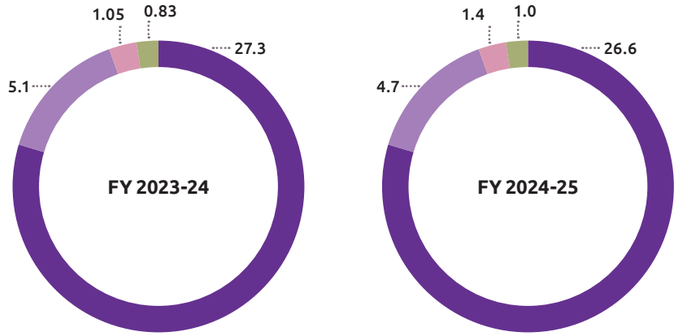
550 Kw
Capacity heat pump system commissioned to meet plant steam demand

Value chain – Scope 3 emissions

In our journey towards a low-carbon future, we are steadily expanding our efforts to address Scope 3 emissions. These largely originate from supplier operations and transportation, together accounting for approximately 93% of our total emissions.

By focusing on formulation optimisation, adopting low carbon alternatives, promoting low-emission transport and integrating sustainability into value chain, we are driving decarbonisation beyond our operations and embedding climate action across our supply chain.

Category-wise emissions (Lakhs tCO_2e)#



Scope 3 emissions

- Category 1 – Suppliers (Purchased Goods & Services)
- Category 4 – Transportation (Inbound & Outbound)
- Scope 1 & 2 (own emissions) Standalone
- Other Scope 3 categories

E3 - Sustainable optimisation of products and services

We focus on formulation optimisation and efficiency to reduce the overall carbon footprint of the products. This involves reducing high emission contributing raw materials through multiple formulations and process innovations such as improving the scattering efficiency of rutile and other raw materials.

39,085 tCO_2e
avoided in FY 2024-25

^GRI 302-1 Energy consumption within the organisation | ^GRI 302-3 Energy intensity | *GRI 305-5 Reduction of GHG emissions

#GRI 305-3 Other indirect (Scope 3) GHG emissions

SUSTAINABLE OPERATIONS

E4 - Lesser-carbon-intensive raw material alternatives

We are committed to reducing our environmental impact by evaluating and adopting raw material alternatives with lower embedded carbon. This includes exploring alternate grades and chemistries and increasing the use of renewable or bio-based content. A key initiative in this direction is our ongoing investment in establishing production facilities for low-carbon-intensive Vinyl Acetate Monomer (VAM) and Vinyl Acetate Ethylene emulsions (VAE).

6.8%
of renewable/bio-based raw materials

29.9%
of recycled content in plastic packaging

Plastic recycled content resulted in the avoidance of ~20,700 tCO_2e

E5 - Engagement with suppliers to reduce emissions

Procurement activities account for nearly 80% of our total greenhouse gas (GHG) emissions, making supplier engagement a key pillar of our decarbonisation strategy. Through our Samaveta programme, we engage suppliers on critical ESG topics, including climate change, by raising awareness, assessing performance, and promoting continuous improvement. For a comprehensive overview of our sustainable supply chain management.

→Pg- 171

15%
of our total Scope 3 GHG emissions were calculated using supplier-specific data. This is 21% of our upstream supplier-linked emissions.

'Samaveta' supplier engagement programme^

Guided by our Code of Conduct for Business Partners (Code), the Sustainable Supply Chain framework defines our approach and expectations towards embedding sustainability and resiliency across our value chain. Under the framework, we have institutionalised our supplier engagement programme – Samaveta.

As part of the Samaveta programme, we have implemented interventions based on maturity of our supply chain partners, to foster joint sustainability efforts.

1. Maturity and Impact assessment: We seek ESG related information from suppliers through self-declaration forms (SDFs) and also assess publicly disclosed information. This exercise helps us in categorising and curating the programme basis their maturity and impact.

2. Capacity Building: We offer a structured capacity-building platform in the form of webinars under Samaveta Academy. The topics covered were Basics of ESG, Environment footprint measurement and improvement, safety basics and Behaviour Based Safety (BBS).

3. Comprehensive site assessment: Suppliers are selected for site or virtual assessment based on factors such as business impact, supply chain risk, raw material or category-specific risks and ESG footprint assessed through SDFs.

Samaveta has been instrumental in identifying ESG hotspots, understanding intervention priorities, and fostering collaboration across the value chain. We continue to refine and expand the programme to drive meaningful impact and align with our long-term sustainability goals.

81%
Suppliers assessed on ESG criteria

17
Site-assessments covering 20% suppliers

12%
Suppliers part of Samaveta Academy launch

75%
Suppliers assessed under Samaveta focused on their environment footprint

Note: Supplier coverage mentioned above are by spend-value.

^GRI 2-6 Activities, value chain and other business relationships | ^GRI 308-2 Negative environmental impacts in the supply chain and actions taken

E6 - Transportation and distribution

We are consistently advancing our efforts to minimise the environmental impact of logistics by adopting greener modes of transportation and enhancing fleet efficiency. Our strategic transition towards rail and sea transport for long-haul movement, along with the adoption of low-emission vehicles, has resulted in a marked reduction in fuel usage and associated emissions.

Moreover, our collaborative initiatives with FMCG/FMCD partners to enable load pooling and reverse logistics have further strengthened distribution efficiency. We also actively explore opportunities presented by the National Logistics Policy to strengthen our green logistics framework and foster innovation in sustainable supply chain practices.

5,500+
tonnes of raw material and finished goods were dispatched using sea instead of road dispatch

55,000+
tonnes of raw material and finished goods were dispatched using multimodal, including rail

5,200+ tCO_2e
of GHG emissions avoided

CLIMATE CHANGE ADAPTATION

In FY 2022–23, we undertook a detailed climate risk assessment aligned with TCFD recommendations, focusing on both physical and transition risks. This involved engaging internal stakeholders, identifying key vulnerabilities, and assessing the potential business impact.

Physical risk assessment

We evaluated short-term (2030) and long-term (2050) risks across our eight decorative paint manufacturing sites using IPCC scenarios (RCP 4.5 and RCP 8.5). Key climate hazards identified included heatwave, drought, cyclone and flood. While the overall risk was assessed as low, we continued to implement resilience measures such as rainwater harvesting, improved ventilation, and water conservation systems.

Transition risk assessment

We also assessed policy, legal, technological, and market risks associated with transitioning to a low-carbon economy. This evaluation was based on IEA SDS scenarios and India's Net Zero commitments. Risks included market fluctuations and regulatory changes, while opportunities were identified in energy source, product innovation and resource optimisation. Our ESG strategy enables us to proactively manage these risks and leverage emerging sustainability opportunities.

These assessments are now integrated into our Risk Management Framework, reinforcing our long-term climate resilience. Read more about our approach to risk management in our TCFD Index.

SUSTAINABLE OPERATIONS

PRODUCT STEWARDSHIP

Certified sustainable products and service offerings | **Sustainable optimisation of products and services** | **Elimination of harmful ingredients** | **Renewable content in product offerings** | **Durability: Enhancing product life**

Management approach

At Asian Paints, we are committed to minimising the environmental impact of our products while creating lasting value for our stakeholders, including customers, employees, suppliers, and communities. Our approach integrates sustainability and safety considerations throughout the product life cycle, from raw material sourcing to end-of-life disposal.

By adopting a Life Cycle thinking approach, we ensure that product stewardship is embedded in our innovation process. This has led to the development of our 'Sustainably Advantaged Products' which are designed to meet well defined sustainability benchmarks.

Driven by our Research & Technology team, we continuously evaluate and enhance our stewardship practices. We collaborate with stakeholders to address evolving environmental challenges and market expectations. Our focus remains on delivering high-performance products that align with global sustainability standards, reduce toxicity and environmental footprint, and offer greater value and durability to consumers.

	Target 2025	Performance 2024-25	Status
GHGs footprint reduction through formulation optimisation (tCO_2e)	Cumulative reduction of **70,000** from FY 2022-23	Cumulative reduction of **89,888** from FY 2022-23	Achieved
	Target 2025	**Performance 2024-25**	**Status**
Renewable/bio-based raw materials in product offerings (%)	**20%** (increase in renewable content)	**6.8%** ↑ 5%	Unfulfilled
	Target 2025	**Performance 2024-25**	**Status**
Lead and heavy metals-free paint	**100%$** Architectural coatings to be lead and heavy metals-free	**100%** Architectural paint products are free of lead and heavy metals	Achieved
	Target 2025	**Performance 2024-25**	**Status**
Minimising/eliminating the use of CMR raw materials	**15%**	**23.8 kg/kL** (with Styrene) ↑ 24% **3.8 kg/kL** (without Styrene) ↓ 6%	Unfulfilled

We are focused on developing a diverse portfolio of sustainably advantaged product. These products are backed by resource efficient manufacturing processes, enhanced rise of recycled content on packaging, eliminating traces of harmful material thereby creating products that are sustainable.

$No heavy metals are added to products as part of our formulation. We intend to measure heavy metals contained in raw materials and eliminate these and make our products free from heavy metals.

Achieved | Unfulfilled

CASE STUDY

PIONEERING LOW-ENERGY POWDER COATING

The powder coatings industry in India consumes approximately 120,000 tonnes annually, primarily for automotive, appliance, and industrial applications. While powder coatings offer environmental benefits such as zero VOC emissions, no solvent use, and high material efficiency, conventional processes require baking at 180–200° C, resulting in high energy demand and a significant carbon footprint.

In response, our R&D team developed a novel epoxy-modified polyester powder coating that cures at just 150° C in 10 minutes. This breakthrough marks the first-of-its-kind in India that does not require cold storage and can be stored under ambient conditions, enhancing both sustainability and usability.

SUSTAINABLY ADVANTAGED PRODUCTS

As part of our commitment to product stewardship, we have developed a diverse portfolio of sustainable products across multiple categories. These 'Sustainably Advantaged Products' go beyond industry benchmarks, meeting defined sustainability criteria that reflect their superior environmental performance. They exemplify our ongoing dedication to advancing eco-conscious innovation and contributing to a more sustainable future.

38%
Contribution of Sustainably Advantaged Products to revenue in FY 2024-25

Long-lasting performance

- Creating long-lasting products that protect surfaces, helping consumers save costs, conserve resources and reduce carbon emissions throughout the product's lifespan
- 41 products with a durability of over 5 years

Health and well-being benefits

- Creating products that offer health benefits, such as improving indoor air quality and enhancing surface hygiene
- 4 Green Seal-certified products within our 67 Green Assure range of low-VOC offerings

Reduced energy and emissions

- Designing products that offer resource efficiency benefits in the use phase or products that have been formulated in a manner that brings down emissions
- The SmartCare Damp Proof range of waterproofing products, designed to lower surface temperatures by up to 12° C

Reduce, Reuse and Recycle

- Formulating products that minimise material use, promote waste reuse or recycling, reduce overall waste and incorporate higher levels of bio-based or renewable content, fostering circularity
- Nilaya Naturals– an innovative range made with over 90% materials derived from natural sources

CERTIFIED SUSTAINABLE PRODUCTS AND SERVICE OFFERINGS

To strengthen customer trust in the environmental performance of our products, we pursue rigorous third-party certifications. Our product portfolio includes a wide range of offerings verified under global and national certification standards such as Green Seal, APL's Green Assure, and CII-IGBC's GreenPro.

These certifications follow a stringent evaluation process that covers product and packaging testing, manufacturing practices, supply chain protocols, and detailed VOC assessments.

Among our 67 Green Assure-compliant products, four are certified by US-based Green Seal. In addition, 290 of our products are certified under GreenPro by CII-IGBC. This coverage spans several categories—including distempers, primers, putty, enamels, interior and exterior water-based paints, wood finishes, and waterproofing solutions.

Certification/Standard

GREEN SEAL	4 31st March, 2025	67^ 31st March, 2025
	4 31st March, 2024	47 31st March, 2024
GreenPro	290 31st March, 2025	258 31st March, 2024

^Green Assure is a stringent internal standard adopted by Asian Paints to evaluate products through a rigorous criteria, including verification.

SUSTAINABLE OPTIMISATION OF PRODUCTS AND SERVICES

Our focus on formulation optimisation and efficiency improvement is aimed at reducing the carbon footprint of our products. This approach involves minimising reliance on high-emission raw materials through formulation and process innovations. Specifically, we have concentrated on enhancing the scattering efficiency of the rutile grade of titanium dioxide, as it significantly impacts the cradle-to-gate product carbon footprint. Similar efforts have also been made for other raw materials.

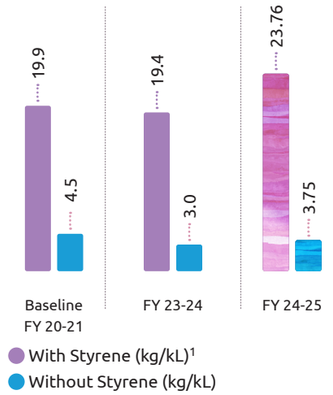
39,085 tCO_2e
GHG reduced through formulation optimisation in FY 2024-25

ELIMINATION OF HARMFUL INGREDIENTS

In our commitment to product safety, we proactively work to remove harmful ingredients from our goods. This is achieved through thorough testing, substitution with safer alternatives, and ensuring adherence to relevant regulations and standards. Our robust stage-gate system, based on an IT platform, incorporates stringent screening protocols for the introduction of raw materials, acting as an effective barrier against the inclusion of hazardous ingredients.

Since 2008, our architectural paints have been meticulously formulated to be devoid of lead and added heavy metals. Beyond mere formulation, we conduct comprehensive assessments of heavy metal content in raw materials and take deliberate actions to eliminate any traces, ensuring that our architectural products are completely free of heavy metals. Furthermore, we are dedicated to minimising or eliminating CMR (carcinogenic, mutagenic or toxic to reproduction) raw materials through the development of viable alternatives. Our ongoing investment in the establishment of manufacturing capabilities for Vinyl Acetate Monomer and Vinyl Acetate Ethylene emulsion signifies a significant step in this direction.

Reduction of CMR substances in our products



[1]We have been tracking and reducing CMR raw materials in our formulations and reducing and eliminating such raw materials over the years. Styrene was classified as CMR in 2020, hence is monitored and reported separately.

RENEWABLE CONTENT IN PRODUCT OFFERINGS

We place a strong emphasis on incorporating renewable materials into our product portfolio, aligning with our broader commitment to sustainability. This is reflected in our efforts to integrate eco-friendly and bio-based raw materials, such as plant-derived resins and biomass-based inputs, into our formulations.

In FY 2024–25, 6.8% of the raw materials used across our product portfolio were sourced from renewable or bio-based origins, excluding water. As part of our commitment to increasing renewable content, we have undertaken comprehensive efforts to identify and evaluate alternative raw materials. While these initiatives have established a strong foundation for future integration, actual adoption remains subject to commercial feasibility assessments.

6.8%
Usage of renewable/bio-based raw materials by volume in product offering (not including water)

DURABILITY: ENHANCING PRODUCT LIFE

We prioritise the development of paints that deliver stunning aesthetics and withstand the test of time, ensuring long lasting protection for surfaces. High-durability paints offer environmental advantages as they reduce the need for frequent repainting, thereby conserving resources and minimising waste generation. Our scientists consistently explore innovative formulations to enhance the durability of our paint products. Moreover, we focus on extending the in-can shelf life of our products to ensure optimal usability for our customers.

41
Products from our portfolio offer durability of more than 5 years

WATER NEUTRALITY

Optimising water usage at Asian Paints

Management approach^

Water is a vital resource for Asian Paints and forms an essential part of our environmental strategy. As a responsible manufacturer, we recognise the need to use water efficiently, protect its quality, and ensure its long-term availability—both for our operations and the communities around us.

We have adopted an integrated approach to water management that focuses on risk identification, conservation, efficiencyand replenishment. This strategy is applied not only within our facilities but also extends to surrounding regions through community engagement and localised interventions. In addition, we work closely with stakeholders to foster responsible water use and build resilience to water-related risks. As part of our compliance with SEBI's BRSR disclosure requirements, we assess water stress at all Indian manufacturing locations based on the Central Ground Water Board's (CGWB) groundwater block classification. As of 31st March, 2025, the assessment unit where our Patancheru facility is located, has been classified as water-stressed in the CGWB's 2024 assessment. Furthermore, we have undertaken climate risk assessments for all decorative paint plants using RCP 4.5 and RCP 8.5 scenarios to evaluate potential long-term water risks and guide adaptive planning.

	Target 2025	Performance 2024-25	Status
Reduce specific non-process water intensity (KL/KL)	0.27 ↓72%	0.46 ↓52%	Unfulfilled
	Target 2025	Performance 2024-25	Status
Water replenishment as a percentage of freshwater consumption (%)#	400	478	Achieved

In our endeavour of optimising water usage, replenishing and conserving water, we have consistently prioritised a range of initiatives to drive efficiency, and ensure water availability for community.

Achieved Unfulfilled

#Water neutrality is estimated based on calculations for rainwater harvesting structures constructed by the Company outside the plant through CSR initiatives by relying on the methodologies, assumptions, and tools as used by our NGO partners.

OPTIMISING WATER USAGE AT ASIAN PAINTS

We continue to make steady strides in managing water resources responsibly across our operations. Water is primarily withdrawn from two sources—groundwater and third-party suppliers. In addition, we have significantly enhanced our rainwater harvesting capacity through the construction of reservoirs within our premises, enabling us to supplement process requirements with harvested water.

A portion of the withdrawn water is consumed into our products, while the rest is utilised for domestic, utility, and landscaping purposes.

Our state-of-the-art water treatment systems, combined with a strong focus on reuse and recycling, enable us to maintain a Zero Liquid Discharge (ZLD) status across our manufacturing sites—an achievement that reflects our continued emphasis on water stewardship.

In FY 2024–25, our decorative paint manufacturing units consumed 1,134 megalitres of water. At the standalone level, total water withdrawal stood at 1,366 megalitres, including 75 megalitres of harvested rainwater. Notably, only 5.4 megalitres of water withdrawn had Total Dissolved Solids (TDS) ≥1,000 mg/L.*

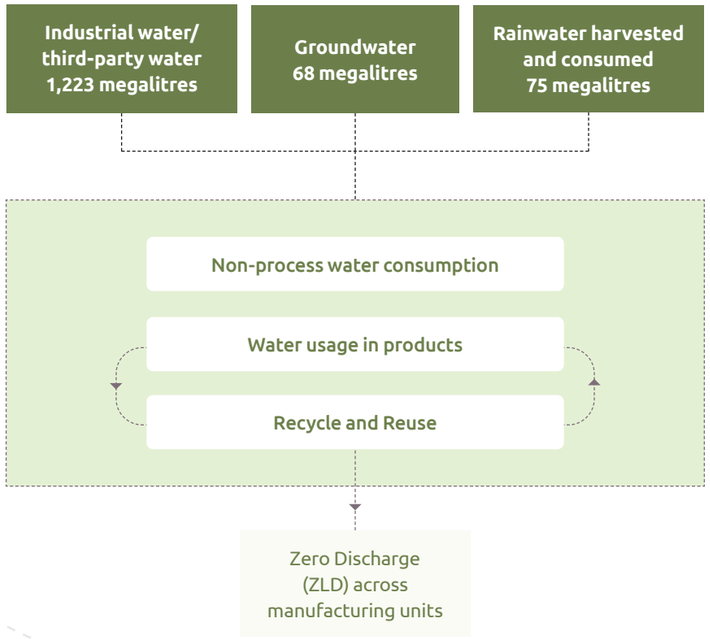
^GRI 303-1 Interactions with water as a shared resource | *GRI 303-3 Water withdrawal | *GRI 303-5 Water consumption

CASE STUDY

OPTIMISING WATER USAGE AT OUR KASNA FACILITY

In response to 50° C summer peaks, we engineered solutions to balance thermal comfort and water conservation. Industrial air coolers were fitted with reduced cleaning intervals, ambient driven run times and optimised drain cycles, cutting their projected water use by 49%. Our utility teams interlinked cooling towers to distribute variable loads and recovered steam condensate for reuse, achieving 15% and 25% water savings in cooling towers and boilers, respectively.

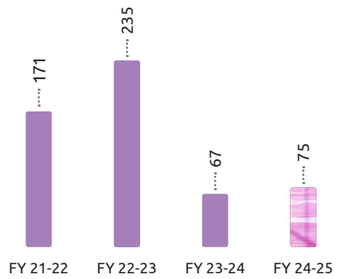
Administrative controls including implementing a three step recycled water canteen wash protocol and reusing RO reject for flushing further strengthened our factory's climate resilience.



Water replenishment and conservation inside factory premises

We have consistently prioritised water conservation across our manufacturing sites, undertaking a range of initiatives to drive efficient and sustainable use. Our approach includes the use of contextual indicators to monitor water efficiency, maximise reuse and recycling, and integrate innovative technologies into everyday operations. A key focus has been the harvesting and use of rainwater within our processes - an area where we continue to make encouraging progress. These interventions are complemented by ongoing awareness campaigns and training programmes that promote a culture of conservation and responsible usage among employees.

Rainwater harvested and consumed within the factory (megalitres)

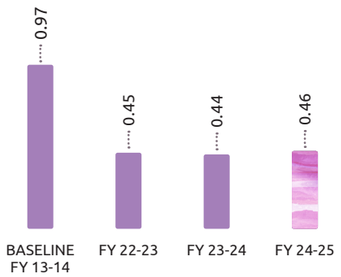


Non-process water consumption at our decorative paint manufacturing units

Over the years, we have been focusing on the reduction of our non-process water consumption. Our efforts have resulted in a reduction of specific non-process water by 52% from the baseline year of FY 2013-14.

During the year, we saw an increase in specific non-process water consumption compared to last year due to expansion and backward integration projects. However, it has reduced by 52% from baseline year.

Specific non-process water (KL/KL)



Water replenishment and conservation outside factory premises

We collaborate with local communities to improve water availability in areas surrounding our manufacturing facilities. This is achieved through supply-side initiatives such as pond rejuvenation and canal lining, and demand-side measures, including integrated watershed management and silt application, complemented by farmer training programmes.

Our sustained investments enabled us to replenish 478% of freshwater consumed at our paint manufacturing sites during the reporting year. These initiatives strengthen critical ecosystem services while also supporting water access for domestic use, agriculture, and groundwater recharge.

478%
Water replenishment achieved as a proportion of freshwater consumption at our decorative paint manufacturing units

CASE STUDY

WATER STEWARDSHIP INITIATIVES AT KASNA

Facing water scarcity in Gautam Buddh Nagar, we launched an integrated water stewardship programme at our Kasna plant combining demand side and supply side interventions. Under the 'Water for All – Replenish', we revitalised six key community ponds by desilting them, reinforcing embankments and planting native vegetation to restore natural recharge cycles, yielding an annual groundwater replenishment capacity of 25,500 KL. Simultaneously, we optimised internal water use through process enhancements and recycling, reducing freshwater demand. This dual approach not only secures regional water availability but also bolsters our as well as local community's resilience against climate impacts and promotes long-term sustainability.

CASE STUDY

CREATING LASTING IMPACT

In Nonand village, where over 85% of residents rely on farming, unlined canals once lost vast quantities of water, restricting crops to just two harvest. In FY 2024-25, our CSR team lined a 2,000 metre stretch of these channels, preventing seepage and saving 99,384 KL water annually. This ensures reliable supply to tail-end farms, supporting year round cultivation across 26.97 ha, reducing groundwater withdrawal, benefitting 35 farming families. This demonstrates how strategic water conservation projects bolster agricultural resilience and rural livelihoods.

NATURE POSITIVE

Waste management | **Circularity in operation** | **Biodiversity**

Management approach

At Asian Paints, Nature Positive embodies our holistic approach to sustainability. It carefully evaluates the environmental footprint of our operations to generate positive outcomes for both our Company and the planet. The theme covers our endeavours in waste reduction, air emissions management and biodiversity conservation.

	Target 2025	Performance 2024-25	Status
Number of collection points for plastic packaging from painters and consumers across states	100 points across 25 towns/cities	31 points across 10 town/cities	

We are collecting used plastic pails through designated collection centres and sending it for recycling thus providing an opportunity to our consumers to reduce environmental impact and earn monetary benefit.

	Target 2025	Performance 2024-25	Status
Proportion of recycled plastic used in our packaging	30%	30%	

	Target 2025	Performance 2024-25	Status
Reduction in specific hazardous waste per KL of finished product (kg/KL)	0.50 ↓81%	0.57 ↓79%	
Reduction in specific non-hazardous waste per KL of finished product (kg/KL)	6.7 ↓52%	8.39 ↓41%	
Reduction in specific effluent generated per KL of the finished product (L/KL)	17.5 ↓79%	17.1 ↓79%	

We put emphasis on '3R' strategy of Reduce, Reuse and Recycle for waste management reducing the negative environmental impact of our operations.

Achieved Unfulfilled

WASTE MANAGEMENT^

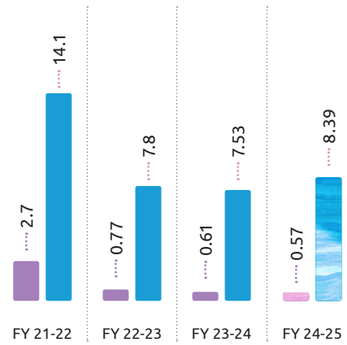
Our approach to waste management is built on systematic monitoring of material flows and regular reviews to identify opportunities for reduction. We follow a clearly defined waste hierarchy, prioritising innovative technologies for minimisation and investing in R&D to support carefully designed reuse schemes.

We continue to empower our workforce through targeted training on waste reduction techniques and safe handling practices. Our primary objective is to minimise waste generation at source by optimising existing processes and adopting more efficient production methods. Where avoidance is not feasible, we actively pursue recycling and reuse options within our operations. For example, we repurpose wash water, recover solvents and produce economy-grade paint from recycled materials.

By maintaining rigorous waste management protocols, we ensure the safe, responsible, and environmentally compliant disposal of non-recyclable and non-reusable materials. At our paint manufacturing facilities, specific hazardous waste disposal (measured in kg/KL) has consistently declined year over year since the baseline year of FY 2013–14. In the reporting year, we achieved a further 5% reduction over the previous year, marking a 79% decrease since FY 2013–14. Similarly, our specific non-hazardous waste reduced by 40% from FY 2013-14.

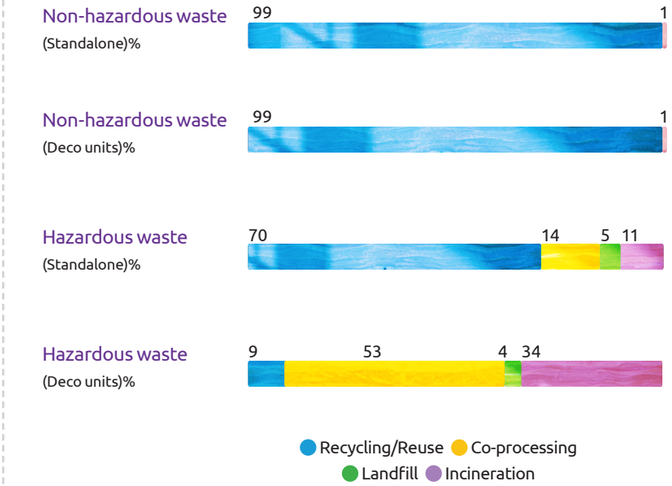
Waste disposal at decorative paint manufacturing units

(kg/KL)



*The indicator includes disposal of waste under Hazardous Waste Management Rules except barrels and containers which are disposed in numbers as per authorisation.

Waste by disposal method



^GRI 306-1 Waste generation and significant waste-related impacts | ^GRI 306-2 Management of significant waste-related impacts
^GRI 306-3 Waste generated | ^GRI 306-4 Waste diverted from disposal | ^GRI 306-5 Waste directed to disposal

SUSTAINABLE OPERATIONS

Wastewater management^

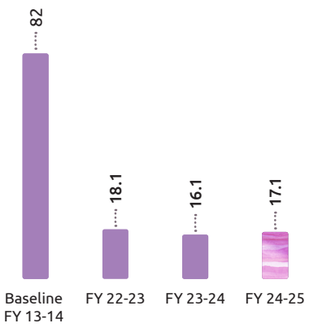
Wastewater generated during paint processing, equipment maintenance, and pipeline cleaning is managed through a two-pronged strategy focused on reduction and recycling.

- **Source reduction:** We have prioritised minimising wastewater generation by adopting high-efficiency pressure cleaning systems and maximising the reuse of wash water within our processes. In addition, targeted efforts such as utility blowdown management and condensate recovery have significantly lowered utility-related water discharge.
- **Recycling and reuse:** Effluents that cannot be reused directly in operations undergo advanced treatment through our Effluent Treatment Plants (ETPs). The treated water is then recycled for use in both process and non-process applications, supporting our Zero Liquid Discharge (ZLD) objective across our facilities.

Basis these approach, we have consistently achieved year-on-year specific trade effluent generation.

Specific trade effluent generation at decorative paint manufacturing units

(L/KL)



CASE STUDY

ZERO-SLUDGE INNOVATION AT KHANDALA

We have pioneered the chemical-free effluent treatment system, replacing conventional ETPs and eliminating hazardous sludge. Through vacuum distillation, trade effluent is split into vapour, which is recondensed into reusable water and slurry, which serves as an intermediary in paint production. Since installation, the technology has prevented 18-20 tonnes of chemical sludge generation and treated 210 KL of effluent without resorting to chemical dosing. This closed-loop solution not only drastically cuts hazardous waste but also exemplifies circular economy principles by reintegrating by-products into our processes, setting a new industry standard for resource efficient, sustainable waste management.

CIRCULARITY IN OPERATION

Recycled plastic%

We have significantly boosted the proportion of recycled plastic in our packaging, using 20,150 tonnes in FY 2024-25, equating to 29.9% of all plastic packaging. This milestone is yet another step towards circularity and reducing environmental impact.

Waste to value: Plastic Waste Management (PWM)$

We have been ensuring the collection and safe disposal of our packaging waste through the Extended Producer Responsibility (EPR) approach. Under plastic EPR, we have collected over 7,800 MT of flexible and over 72,000 MT of rigid plastic, which represents 100% of our liability in respective categories. The collection and responsible channelisation were ensured across 25 states.

Further, going ahead with our plastic stewardship commitment, we are offering consumers, painters, and contractors the opportunity to return paint buckets at 31 locations across 10 major cities in exchange for a monetary incentive.

Wash water%

Wash water is used daily to clean production equipments and mixers. In FY 2024-25, we re-used 39,345 tonnes of wash water within our products, reducing freshwater demand and avoiding generation of waste sludge.

Waste solvent reuse%

We continued to recover and reuse waste solvents in our products. In FY 2024-25, we were able to reuse 582 tonnes of solvent in products. In addition to this, we also use recovered solvents for cleaning purposes.

^GRI 303-2 Management of water discharge related impacts | ^GRI 303-4 Water Discharge
$GRI 301-3 Reclaimed products and their packaging materials
%GRI 301-2 Recycled input material used

Economy grade paint

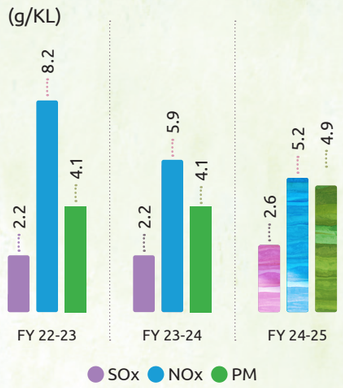
When source segregation or reuse schemes are not feasible, we repurpose these materials into economy grade paint. During the year, we successfully segregated and reprocessed 2,241 tonnes to manufacture this value added product.

Other emissions

We have made the transition to cleaner fuels, replaced diesel-based DG sets with gas-based ones, and reduced boiler usage by employing community steam boilers and heat recovery units. In our decorative paint units, absolute SOx, NOx and PM emissions were 3.2 MT, 6.6 MT and 6.1 MT, respectively. At standalone levels, absolute SOx, NOx and PM emissions were 10.8 MT, 45.8 MT and 15.1 MT, respectively.#

Other emissions at decorative paint manufacturing units

(g/KL)



BIODIVERSITY*

At Asian Paints, biodiversity conservation in and around our operational areas has long been a key priority. Our biodiversity strategy is built on a holistic and proactive approach to preserving and restoring ecosystems associated with our operations.

Given the nature of our activities, our direct impact on biodiversity is limited. Nonetheless, we conduct thorough assessments of our manufacturing sites using the Integrated Biodiversity Assessment Tool (IBAT), which maps biodiversity-sensitive areas based on data from the World Database on Protected Areas (WDPA) in alignment with the IUCN definitions. These assessments also account for our ecological dependencies and broader ecosystem impacts.

Our efforts are aligned with the National Biodiversity Strategy and Action Plan (NBSAP), focusing on mitigating critical threats such as land-use change, pollution, overexploitation of species, climate change, and invasive species. While some of these threats are directly linked to our operations, others are indirect. We have identified specific risks and corresponding interventions for our manufacturing sites.

We believe that our wider sustainability initiatives—including resource conservation, pollution reduction, and community-based programmes—play a significant role in supporting biodiversity restoration and conservation across our areas of influence.

CASE STUDY

BUTTERFLY GARDEN AT ROHTAK

At Rohtak, we have transformed part of our factory grounds into a Biodiversity-cum-Butterfly Garden, reversing habitat fragmentation and nurturing a thriving micro-ecosystem. Native plants carefully selected for their nectar and pollen attract butterflies, bees and other beneficial insects, while providing food, shelter and breeding sites. This green sanctuary improves air quality, moderates the local microclimate and offers a tranquil retreat for employees, boosting morale and well-being.

It also serves as an educational hub, raising awareness of ecological conservation and aligning with SDG 15 - Life on Land. More than a decorative feature, this living landscape exemplifies our focus towards harmonising industrial progress with environmental stewardship, demonstrating that business growth and natural capital enhancement can flourish together.

*GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
*GRI 304-2 Significant impacts of activities, products and services on biodiversity
*GRI 308-2 Negative environmental impacts in the supply chain and actions taken
#GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions

SYNERGISING RELATIONSHIPS

At Asian Paints, we view relationships — whether with our people, our customers, or the communities we serve — as the foundation of sustained impact. We remain deeply attuned to customer aspirations, delivering thoughtful innovation and seamless experiences. Within the organisation, we foster a culture of inclusion, well-being, and continuous learning that empowers individuals to grow with purpose. In our communities, we drive meaningful change through focused efforts in water stewardship, healthcare, and skilling, underpinned by strong partnerships and measurable outcomes.

FY 2024-25 HIGHLIGHTS

11,111
Total on-roll employees
FY 24: 9,482

196,000+
Employee training hours
FY 24: 183,000+

950,000+
Participants trained at Beautiful Homes Academy
FY 24: 680,000+

KEY MATERIAL TOPICS

- Consumer Delight
- Business Ethics and Corporate Governance
- Water Management
- Influencer Management
- Supplier Sustainability
- Responsible Supply Chain
- Local Communities
- Consumer Health and Safety
- Human Rights
- Anti-Corruption and Anti-Bribery
- Policy Advocacy
- Anti-Competitive Behaviour
- Diversity and Inclusion
- Occupational Health, Safety and Well-Being
- Talent Management and Employee Engagement
- Industrial Workforce Management

ESG STRATEGY

106 Customer Celebrations

116 Community Ownership

122 Water Stewardship

126 Energising, Equitable & Inclusive Workplace

138 Safe workplace

STAKEHOLDERS IMPACTED

- Customers
- Communities
- Employees
- Influencers
- Government and regulatory bodies
- Vendors

UN SDGs IMPACTED

CASE STUDY

PILLARS OF HOPE AND JOY AT MAHA KUMBH 2025

At the Maha Kumbh 2025 — the world's largest spiritual gathering with over 400 million devotees — the risk of families getting separated in the vast crowds is an ever-present concern. In response, Asian Paints launched a deeply human initiative, *'Divine Intersections'*, demonstrating that its purpose goes far beyond colour and reaffirming its commitment to care, connection, and community well-being.

At the heart of this effort stood two towering 30-foot installations in the distinctive shape of the Asian Paints Neo Bharat Latex Paint packaging. Adorned with revered images of the holy deities, these Milan Stambhs served as powerful symbols of hope, easily recognisable amidst the sea of pilgrims.

Each pillar was equipped with LED screens displaying real-time photographs of missing individuals, helping reunite separated families. The initiative seamlessly blended brand presence with meaningful impact, turning moments of distress into stories of reunion.

Click here to know more

CUSTOMER CELEBRATIONS

Customer touchpoints | **Customer centricity** | **St+art: A platform for creative expression**

Management approach

At Asian Paints, our approach to customer satisfaction is rooted in a deep understanding of individual aspirations and a commitment to exceeding them. We honour the enduring trust built over eight decades, while embracing the enthusiasm of a new generation of customers. By expanding digital touchpoints, enhancing personalisation, and deepening long-term partnerships, we continue to raise the bar on customer experience. Leveraging our leadership in premium home décor, we are scaling our network of physical stores to deliver immersive, end-to-end solutions that redefine experiential luxury.

Policies

Customer Policy

Click here to know more

	Target 2025	Performance 2024-25	Status
Net Promoter Score (NPS)	70	70	Achieved

As a result of the continued trust in our offerings shown by our customers, our NPS met the target for this year.

	Target 2025	Performance 2024-25	Status
Number of St+art/ community sites	500	550+	Achieved

With continued acceptance of the St+art initiative, we successfully crossed the target set for this year.

Achieved Unfulfilled

CUSTOMER TOUCHPOINTS

We inspire home transformation through a seamless blend of physical and digital engagement. We understand that customers increasingly seek immersive experiences and design clarity. We have built an ecosystem that enables them to visualise, personalise, and execute their vision with confidence.

Physical

Our expansive retail footprint — with over 1.69 Lakhs touchpoints nationwide — remains a trusted channel for homeowners, contractors, and professionals to connect with our brand. Beautiful Homes Stores, part of our omnichannel home décor strategy, has grown into a 72-store-strong network in partnership with our dealers.

In FY 2024-25, we further elevated the in-store experience with the launch of our Beautiful Homes Signature Stores, a new premium retail format. The first of these, Avyukta, opened in Mumbai, offering customers an integrated décor journey.

These experiential spaces showcase our complete range of products in realistic, beautifully curated settings, allowing customers to touch, feel, and explore materials, textures, and finishes. Design consultants are available on-site to guide users through Shown Décor, Green Décor, and Holistic Consultations, helping them navigate choices with greater clarity and creativity.

Through these signature stores, we are shaping a new paradigm in home décor retail — one that places the customer at the centre of every decision and delivers design-led, end-to-end solutions with a refined, personalised touch.

Avyukta

A Beautiful Homes Signature Store at Mumbai

Avyukta, a 14,000 sq ft store offers a comprehensive range of luxury home décor solutions. The inaugural store seamlessly integrates all home décor categories providing customers with an immersive and personalised shopping experience.

Atrio

A Beautiful Home Studio at Guwahati

Atrio, a 16,000 sq ft studio serves as a gateway to the Northeast Indian market, offering a curated selection of over 2,700 SKUs, across home décor categories. The store features collections from renowned designers such as Sabyasachi, Sarita Handa and Jaipur Rugs, blending global designs with Indian craftsmanship.

Digital

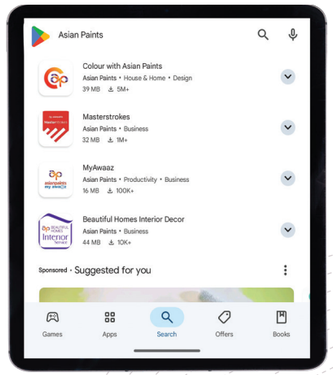
As consumers increasingly explore and make decisions online, we continue to lead with distinctive digital experiences that simplify, personalise, and elevate every stage of the home transformation journey. Leveraging advanced technologies, our platforms make discovery intuitive and design engagement seamless.

We have unified the Asian Paints and Beautiful Homes platforms to create a comprehensive décor destination, offering an unmatched range of paints, waterproofing solutions, interior products, and services under one digital roof. asianpaints.com has redefined shade and product discovery with the integration of AI-powered search, recommendation tools, calculators and enhanced navigation — all designed to guide consumers with clarity and confidence.

Beautiful Homes, one of India's leading online décor platforms, offers curated design inspiration and product collections powered by a blend of human expertise and human-in-the-loop generative AI, helping users visualise and plan spaces that reflect their unique taste.

Our popular **'Colour with Asian Paints'** app has been upgraded with a refreshed interface, dynamic content, and new tools to make shade selection more engaging and intuitive than ever.

For our dealer network, we continue to build digital excellence with platforms like MyAwaaz. Our enhanced sales support app equips dealers with real-time information and personalised tools to drive business performance and strengthen customer engagement.



SYNERGISING RELATIONSHIPS

CASE STUDY

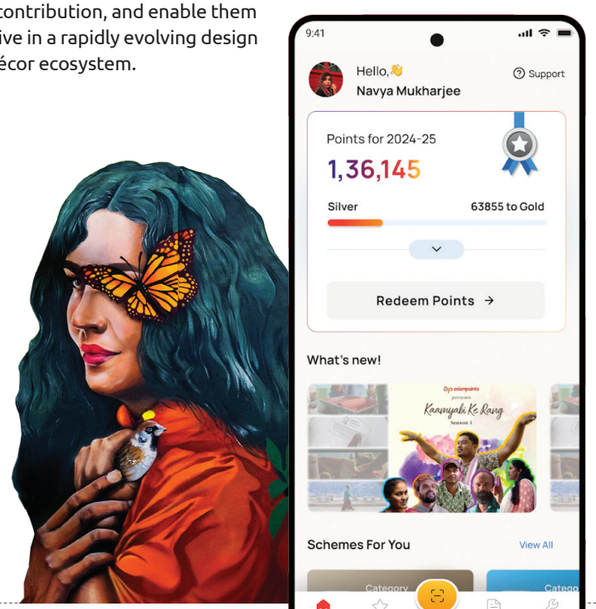
REVAMPED MASTERSTROKES APP

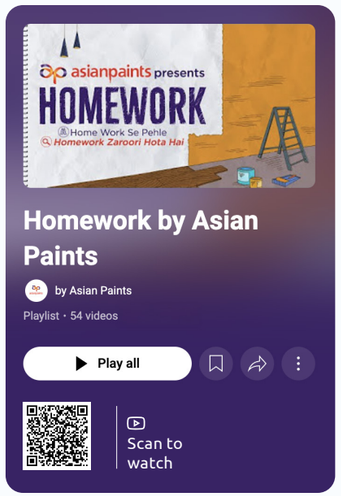
Our dedicated platform for extended partner ecosystem, the Masterstrokes App operates on a reward system for its users. To cater to the growing user base of applicators and contractors, we redesigned an enhanced user interface and have added new functionalities. The app now offers access to design inspiration, professional development content, and personalised engagement tools, while also serving as a showcase for partner work.

Key features

- Sleek and intuitive UI
- Secure OTP-based login and redemptions
- Integrated in-app support
- Displays promotions and scheme visibility
- Redemption module tailored for painters

Through Masterstrokes, we continue to empower our partners, recognise their contribution, and enable them to thrive in a rapidly evolving design and décor ecosystem.





Consumer awareness

As consumers increasingly turn to digital platforms for guidance on home improvement, Asian Paints is bridging the gap between curiosity and clarity with engaging, educational content.

'HomeWork', our YouTube skit-based series, simplifies complex topics like waterproofing and exterior painting through relatable storytelling. Designed to be both informative and entertaining, it addresses the growing demand for credible advice in a space often lacking structured resources. The tagline, *'Home Work Se Pehle HomeWork Jaroori Hota Hai'* ('Before home work, HomeWork is essential'), underscores the importance of informed decision-making before beginning any project. The series aims to become the go-to digital resource for understanding and resolving exterior home care challenges.

HomeWork social media reach

1 Crore+
Views

3 Lakhs+ hour
Watch time

Asian Paints Ki Warranty

India Ka Har Doosra Ghar Kehta Hai

With our campaign *'Asian Paints Ki Warranty'*, we aimed to go beyond product durability—we set out to honour the legacy we have built over eight decades. For generations, we have been part of Indian homes and not just as a paint brand, but as a trusted companion in every transformation, every milestone and every chapter of their home. This campaign served as a tribute to celebrating that bond. We reminded our audiences that with so many homes in India painted by Asian Paints, trust is not a promise — it's part of the home itself, embedded in every brushstroke, passed down like a treasured story.

Crafted with heartfelt storytelling and powerful visuals, this campaign captured our role in protecting the walls, and the lives lived within them. Whether it's a new apartment or an ancestral haveli, we have been there quietly offering assurance, consistency and colour through generations.

We went beyond simply talking about warranty—to showcase what it truly represents: our unwavering belief in standing behind everything we create. This campaign reaffirmed our place not only as leaders in colour and design, but as custodians of trust. And as we continue to innovate, we remain rooted in what has always defined us—our legacy of care, quality and commitment to the Indian home.

SYNERGISING RELATIONSHIPS

Amplifying brand relevance

Our marketing efforts in FY 2024-25 were anchored in a cohesive, omnichannel strategy designed to engage audiences meaningfully across platforms. We ran high-impact campaigns across television, digital channels (including our website and search), and leading social media platforms – further reinforced by targeted print and out-of-home advertising in key markets.

Kaam Humara, Credit Aapka

Kaam Humara, Credit Aapka is a tribute to the unsung heroes behind every beautifully painted home — our trusted painters. This light-hearted, relatable campaign celebrates the deep trust homeowners place in expert hands that transform blank walls with precision and craftsmanship. At Asian Paints, we take pride in delivering excellence; the credit, however, rightfully goes to you.

Scan to watch

Har Ghar Kuch Kehta Hai – A legacy reimagined

This year, we revitalised one of our most cherished campaigns, Har Ghar Kuch Kehta Hai, which has, for over two decades, celebrated the emotional resonance of Indian homes. The renewed narrative reinforces the enduring truth that every home holds a unique story — a living expression of the people within it.

Timeless in its appeal and universal in its message, the campaign continues to strike an emotional chord across generations. It reaffirms Asian Paints' deep-rooted commitment to standing beside our customers as they colour not just their walls, but their memories and milestones.

Scan to watch

Safe House

With Safe House, Asian Paints introduced the advanced protection of Apex Ultima Protek, now enhanced with Graphene technology. Featuring Ranbir Kapoor, the film likens homes to impregnable safes — shielded against time and weather. Rolled out across television, digital, and on-ground platforms, the campaign spotlighted our focus on durability, innovation, and long-term defence for home exteriors.

Scan to watch

Nilaya With Royals

Asian Paints collaborated with royal heritage to showcase the artistry of Nilaya's luxury wallpaper collection. Shot in the resplendent settings of Belgadia Palace and Ahilya Fort Heritage Hotel, and styled in collaboration with Sabyasachi, the campaign masterfully blended design, tradition, and timeless elegance.

This evocative visual journey celebrated the grandeur of Indian craftsmanship and the regal spirit of personal expression. With Nilaya, walls became more than surfaces — they became statements of heritage, individuality, and quiet opulence.

Ahilya Fort Heritage Hotel

Scan to know more

The Belgadia Palace

Scan to know more

Budget Kam, Warranty Mein Dum

Addressing value-conscious consumers, this campaign focused on offering affordability without compromising on quality or trust. Through relatable storytelling and strong regional connect, it showcased durable, budget-friendly solutions backed by robust warranties – a market-tested assurance validated over time and across generations.

Delivered through a comprehensive 360-degree rollout, spanning regional TVCs, digital activations, radio, and in-store visibility, it empowered confident, informed choices for Indian households.

DIY demystified: Engaging audiences with influencer tutorials

We extend our reach through influencer collaborations, where trusted creators demonstrate product applications and design ideas, lending authenticity and relatability to our solutions. Recognising the DIY trend among modern consumers, we launched 'How-To' tutorials with next-gen influencers, offering step-by-step guidance on using Asian Paints products. This initiative combines creative freedom with practical insights — helping users translate inspiration into action. Our dual-content strategy — a blend of quick listicles and bite-sized reels — continues to perform strongly across platforms.

Asian Paints – Where the Heart Is | Season 8

Now in its eighth season, 'Asian Paints - Where the Heart Is' took audiences on a cherishable journey through six distinctively styled homes—each a reflection of the personalities who live in them. This season featured the eclectic spaces of Ananya Panday, Arshad Warsi and Maria Goretti, Rakul Preet Singh and Jackky Bhagnani, Taapsee Pannu, Manu Bhaker, and Joseph Radhik and Devika Narain.

With each visit, viewers were invited to see how design becomes deeply personal where every corner tells a story and every element echoes emotion, heritage, and individuality. More than just a glimpse into celebrity homes, the series celebrated homes as soulful extensions of those who inhabit them.

This season went beyond storytelling, as celebrities stepped into the role of décor guides—sharing inspiration, design intent and styling ideas. Through immersive tours, 'Where the Heart Is' empowered audiences to reimagine their own spaces with thoughtful, beautiful touches—bringing alive Asian Paints' vision of making every house a truly beautiful home.

400 Mn+

Views for the 8th season of Asian Paints - Where the Heart Is

Scan to watch

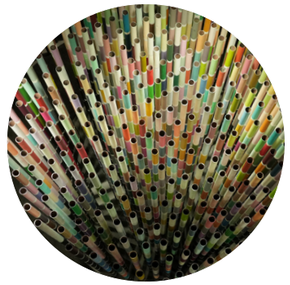
asianpaints where the heart is

SYNERGISING RELATIONSHIPS

CUSTOMER CENTRICITY

Customer satisfaction remains central to our service philosophy. We focus on understanding the specific aspirations of homeowners — from timely execution of painting projects to personalised colour consultations — ensuring a seamless and fulfilling experience. Our expertise lies not only in delivering a flawless finish, but also in offering thoughtful, tailored advice that helps customers bring their vision to life.

Consistently positive reviews across our painting and consultancy services reflect this commitment. Customers appreciate our professionalism, attention to detail, and expert guidance in selecting colours and textures — all of which contribute to a sense of trust and delight that defines the Asian Paints experience.



CASE STUDY

CELEBRATING LOCAL COMMUNITIES WITH PRAGATI KE RANG

Through Asian Paints NeoBharat Pragati ke Rang, Asian Paints celebrates stories of transformation across India — spotlighting everyday changemakers and their journeys of progress.

From a farmer in Vita, Maharashtra, who uses his YouTube channel to educate fellow farmers, to a roadside café in Jharkhand that serves as a vital stop for lorry drivers — each story is brought to life through vibrant murals and meaningful interventions. At the café, Asian Paints supported the community by adding charging stations and tables, while in Sonipat, Haryana, we partnered with Bajrang Akhada, a wrestling institute training young athletes free of cost, by refurbishing facilities and providing essential gear.

Through this series, Asian Paints NeoBharat honours the resilience and spirit of communities across the country, using colour as a medium for recognition, inspiration, and collective progress.

Scan to watch

Bajrang Akhada in Sonipat, Haryana

Agricultural Produce Market Committee in Sangli, Maharashtra

Roadside dhaba in Jharkhand

Artist Name: Sanskar Sawant - Homework Studio
Project Name: Asian Paints Pragati Ke Rang, 2024

asianpaints presents Kaamyabi Ke Rang

Contractor engagement

Kaamyabi ke Rang - Colours of Success

Now in its fifth season, Kaamyabi ke Rang continues to spotlight the inspiring personal journeys of painters. The series goes beyond professional training to explore the grit, ambition and human stories that define their path to success.

In FY 2024-25, new episodes featured contractors from Orang (Assam), Kangra (Himachal Pradesh), Villupuram (Tamil Nadu), and Kota (Rajasthan) — each offering a moving glimpse into the lives of individuals who bring colour, character and craftsmanship to homes across India. Through this series, we honour not just their skills, but their perseverance and passion.

Parivaar asianpaints Ka...

Dealer partnerships

Parivaar Asian Paints Ka – Celebrating bonds

Parivaar AP Ka, our YouTube series dedicated to dealer partnerships, shines a light on the trusted relationships at the heart of Asian Paints' success. Each episode brings forward stories of collaboration, resilience, and shared progress from across India, spanning Srinagar to Coimbatore and Amritsar to Bengaluru.

Through compelling narratives, the series reveals how Asian Paints supports its dealer network with personalised guidance, advanced products, and strategic enablement, helping them grow in competitive markets while delivering exceptional value to customers. More than a series, Parivaar AP Ka is a celebration of mutual respect, innovation, and the enduring spirit of the 'Asian Paints Family', reinforcing our commitment to building lasting partnerships rooted in trust and shared growth.

"I was raised in the serene and remote hills of Himachal Pradesh, where my upbringing brought with it a unique set of challenges and opportunities. Growing up far from the hustle and bustle of the city, I lacked many of the privileges and conveniences that urban life affords. Yet, rather than holding me back, these limitations served as powerful motivators, driving me to pursue my ambitions with even greater determination."

Ramesh
Kangra, Himachal Pradesh

Scan to watch

"Trust in the Company is a long-lasting; the relation is for almost 80 years now. Asian Paints asks all its dealers to solely focus on ROI. This philosophy increases my profitability considerably and provides a supreme ROI. They do thorough research and provide us with tools which help with our business growth, and both the customer as well as the contractors are satisfied. At the end of the day, all three are happy."

Ganji Venkannah & Sons,
Hyderabad

"The best part about Asian Paints is that they cater to every kind of customer segment and offers product range in all the price range. In today's time there are all kinds of products for customers from starting with the foundation work till the final décor part of their homes."

Gani Brothers
Srinagar, J&K

Scan to watch

SYNERGISING RELATIONSHIPS

Grievance redressal mechanism

Our grievance redressal system is designed to handle customer concerns promptly and transparently. Accessible through multiple channels, the process is structured to record, track, and resolve issues with speed and clarity. Every complaint is logged in our customer complaint management system, ensuring real-time visibility and systematic follow-up.

We aim to close all cases within five working days, reflecting the importance we place on timely service. We track customer feedback through the Net Promoter Score (NPS), gathered after every resolved complaint. By focusing on fast resolution and clear communication, including explanations for any compensation, we continue to improve satisfaction and strengthen customer relationships.

70%
NPS in FY 2024-25

94%
Customer complaints closed in FY 2024-25

Grievance redressal process

Step 01
Complaint registration

4 Hours

Step 02
Setting up appointment

48 Hours

Step 03
First visit

120 Hours

Step 04
Final resolution

ASIAN PAINTS X ST+ART INDIA: A PARTNERSHIP FOSTERING CREATIVE EXPRESSION

For over a decade, Asian Paints has partnered with St+art India to champion 'Art for All', supporting public art that reimagines urban spaces and connects communities.

In FY 2024–25, this collaboration transformed walls and public areas into vibrant canvases of collective storytelling, bringing art into everyday life while celebrating and preserving India's diverse artistic heritage.

Public art districts and projects

Kerala Literature Festival

As Festival Partner and venue collaborator for the Ezhuthola stage, we, under the Ultima Protek brand, helped create a platform for literary and artistic exchange. The design of the installed murals fused Malayalam typography with a graphene-inspired hexagonal structure, symbolising resilience and interconnectivity. The mural's interactive elements allowed festival-goers to engage directly with the piece, transforming it into a living representation of the event's spirit.

Scan to watch

Artist Name: Reshidev RK
Project Name: St+art Frontier, 2024

Ukkadam Art District

At the 4th edition of Ukkadam Art District, we reimagined neglected public spaces as vibrant hubs of community connection through our 'Space for All' initiative. Alongside three new murals, we introduced the 'Hyper Park', a sustainable, multi-functional public space built for community interaction, redefining what inclusive and vibrant urban spaces can be.

Donate a Wall

Through the Donate a Wall initiative, individuals and organisations offer walls that are then transformed into powerful public artworks. To date, over 56 spaces have been revitalised — from theatres and iconic buildings to schools and community hubs.

In Diphu, Assam, a mural at the Assam Rifles public school honours over 190 years of service. It captures the Assam Rifles not just as protectors of borders, but as part of the community—woven into classrooms, traditions, and local life. The mural evokes a sense of continuity, protection, and the hope of growing within the school's walls. In Shillong, Meghalaya, two murals reflect the region's deep connection to heritage and ecology. 'Roots and Rhythm' portrays nature and culture as co-creators of identity, while 'Threads of Tradition' pays tribute to Meghalaya's vibrant textile legacy. Here, weaving is shown as a living, evolving art—one that carries stories, memory and innovation across generations.

Scan to watch

Sassoon project

In collaboration with St+art and AHC, Dreams in Her Scapes was created at Sassoon Dock, Mumbai. This cross-cultural mural blends Bhil art by Gangu Bai with Australian First Nations art by Miriam Baadjo, highlighting themes of nature, femininity, and heritage through symbols like the Mahua tree and Kingfisher.

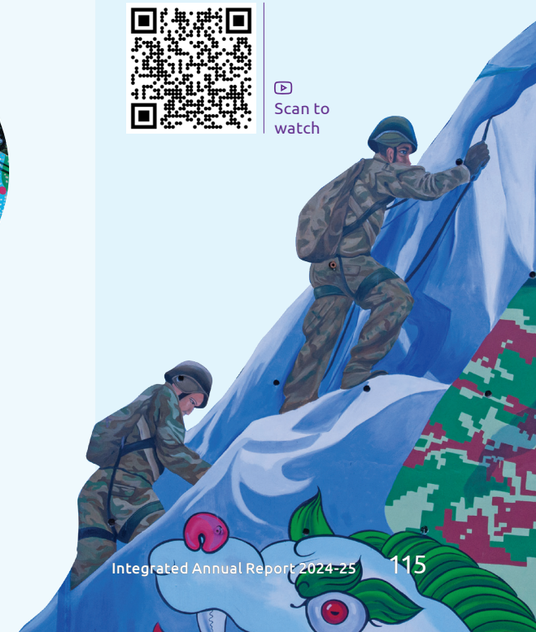
Together, we have contributed to over 590 sites and 7 public art districts across 29 cities—bringing traditional and vernacular art into the heart of urban spaces and making them more inclusive and culturally vibrant.

Scan to watch

St+art Frontier

On India's 78th Independence Day, Asian Paints unveiled Dawn of Valour, the inaugural project under the St+art Frontier series. Set in Tawang, Arunachal Pradesh, the artwork pays tribute to the courage and sacrifice of the Indian armed forces, blending symbolism with site-specific storytelling.

Scan to watch



COMMUNITY OWNERSHIP*

Enhancing vocational skills | **Health and hygiene** | **Employee volunteering**

Management approach

Guided by the principles of trust, fairness and care, our CSR philosophy emphasises inclusivity, deep community engagement and long-term impact. Our CSR Policy and Code of Conduct for Business Partners align our efforts with a shared vision of contributing to the well-being of the society, generating lasting value for all the stakeholders, while supporting equitable and sustainable development.

Policies

- Corporate Social Responsibility Policy
- Code of Conduct for Business Partners

Click here to know more

₹ 108.8 Crores
CSR expenditure in FY 2024-25

	Target 2025	Performance 2024-25	Status
Participants trained at Beautiful Homes Academy*	600,000	950,000+	Achieved

In FY 2024-25, our Beautiful Homes Academy programme continued to gain momentum. The specialised vocational training programmes, which focused on upliftment of community, enabled us to exceed our target for the year.

	Target 2025	Performance 2024-25	Status
Beneficiaries impacted through healthcare initiatives	500,000	280,000+	Unfulfilled

This year, our CSR efforts were realigned with enhanced focus on water stewardship as compared to health and hygiene. While this recalibration meant our original 2025 health targets were not met, it positions us strongly to meet our broader FY 2030 goals.

We continue to strengthen partnerships with non-profits and foundations, prioritising static and mobile medical units, followed by Safar Clinics, to expand healthcare accessibility in underserved regions.

*Formerly known as Asian Paints Colour Academy

Achieved Unfulfilled

Our CSR focus areas and expenditure^

(₹ in Crores)

64.8
Enhancing vocational skills

10.8
Health and hygiene

27.2
Water stewardship

^Excludes expenditure on CSR overheads

*GRI 413-1 Operations with local community engagement, impact assessment and development programmes

*GRI 203-1 Infrastructure investments and services supported

ENHANCING VOCATIONAL SKILLS

Our new visual identity - Beautiful Homes Academy, formerly known as the Asian Paints Colour Academy, reflects our renewed commitment to empowering individuals through vocational excellence. The Academy offers specialised training programmes across disciplines including paint application, carpentry, plumbing, and masonry, blending technical expertise with practical know-how. Our fixed academies are located in Tier 1 cities and major metros, while mobile units extend our reach to Tier 2 cities, ensuring equitable access to skill-building opportunities nationwide.

Additionally, our revamped digital learning portal in alignment with the new visual identity offers access to curated training courses that can be accessed anytime, anywhere, FAQs in multiple languages and improved course introduction.

Click here to learn more

Training session at one of our Academies

In FY 2024-25, we introduced two new courses - Health & Safety, and Colour & Design. We upgraded certain existing modules to advanced levels, ensuring our curriculum remains responsive to evolving industry needs. Each course is designed to balance hands-on training with in-depth product knowledge, equipping learners to thrive in the dynamic world of home improvement and construction.

The Beautiful Homes Academy continues to build employability, entrepreneurial confidence, and personal pride, enabling thousands across the country to unlock better livelihoods and shape better homes.

950,000+
Participants trained at Beautiful Homes Academy^

1,441
Towns covered by Beautiful Homes Academy^

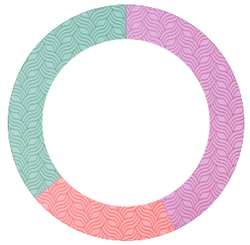
Training courses

- Basic painter course
- Designer finishes
- Mechanisation
- Wallpaper
- Waterproofing
- Next-gen contractor pro
- Shop manager mantra
- Carpentry
- Plumbing
- Basic financial management course
- Soft skill course
- Sanitisation courses
- Health and safety
- Colour & design

Training session at one of our Academies

Modes of training in FY 2024-25

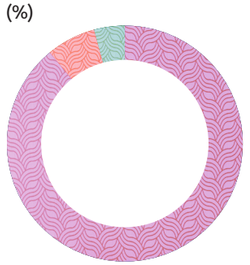
(%)



Physical training	43.2
Digital training	20.8
Virtual training	36.0

Training across different verticals in FY 2024-25 (%)

(%)



Painter training	89.0
Bath training	6.8
Carpentry training	4.2

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Empowering communities

Our community development training programmes are designed to ignite creativity, build practical capabilities, and foster long-term economic self-reliance. In FY 2024-25, we conducted specialised training initiatives directly and along with NGOs across various community groups like training plumbers for Government led initiative for skilled workers, basic painting course for specially-abled, girls & women, jail inmates, refugees, fishermen, tribal community, etc.

CASE STUDY

RESTORING DIGNITY, REBUILDING LIVES

Beautiful Homes Academy in West Bengal organised a six-day painting course for inmates at Krishnanagar District Correctional Home, aimed at equipping them with practical skills to support their future rehabilitation.

Through our hands-on training sessions, participants were introduced to essential skills such as surface preparation, paint application and brush techniques. A total of 40 inmates successfully completed the training and received certificates.

CASE STUDY

TURNING THE TAP ON OPPORTUNITY

A plumber from Indore had long struggled with irregular employment and financial instability. In a bid to enhance his professional prospects, he enrolled in the Beautiful Homes Academy to upgrade his skills.

At the Academy, he received hands-on training in modern plumbing techniques and earned a globally recognised certification from the International Association of Plumbing and Mechanical Officials (IAPMO). This certification significantly enhanced his credibility and employability in the market. His monthly income has doubled.

HEALTH AND HYGIENE

At Asian Paints, we recognise that health & hygiene of the community forms an integral part of the sustainable development. Our health and hygiene interventions are designed not only to deliver essential medical care but also to foster long-term awareness, preventive habits, and instill resilience at the grassroot level.

By combining curative support with strategic outreach, we adopted an integrated healthcare approach that proactively addresses disparities in healthcare access and enhances community well-being. Our efforts go beyond compliance to create a measurable impact in regions where healthcare support is most critical.

Curative health

We ensure timely and essential medical support is available to the communities through a range of curative initiatives. These are tailored to ensure that underserved communities, often constrained by systemic or geographic limitations, can access reliable healthcare when they need it the most.

255,000+
Beneficiaries served through curative health programmes^

Mobile Medical Units

Deployed across remote and underserved geographies, our Mobile Medical Units (MMUs) deliver essential healthcare services directly to communities like general medical consultations, primary treatment and medication, basic diagnostic services and referrals to secondary or specialist care when needed.

In addition, MMUs extend their reach by:

- Providing home-based care to bedridden patients
- Facilitating access to government health schemes
- Conducting awareness programmes on hygiene, nutrition and preventive healthcare

This mobile-first model ensures continuity of care while strengthening health literacy and trust of the community in the health system.

Mobile Medical Unit

126,000+
Beneficiaries served by MMUs^

Static Medical Units

Our Static Medical Units operate as permanent healthcare access points within community catchments, offering regular consultations and routine diagnostics, preventive screenings and immunisation support and educational sessions covering various health topics, for long-term awareness.

These units act as dependable healthcare touchpoints, promoting long-term health outcomes and well-being.

105,000+
Beneficiaries served by static medical units^

Static Health Unit Clinic consultations

^Key Performance Indicator that has limited assurance

Safar programme

Through our Safar Clinics, we address the medical needs of the trucker community with specific health vulnerabilities arising from long travel hours, sedentary lifestyles and erratic routines. As part of this programme, we offer comprehensive medical consultations, treatment and medication. Additional services like physiotherapy, nutritional counselling, stress management and lifestyle counselling are also provided.

This targeted intervention supports their well-being both on the road and at home, helping build a healthier workforce within the logistics sector.

24,000+
Beneficiaries served by Safar programme^

Safar – eye check-up

CASE STUDY

A HEALTHIER ROAD AHEAD

A truck driver from Haryana, earns around ₹ 15,000 a month and spends long hours on the road—constantly exposed to dust and pollution. Over time, this affected his health and a persistent cough led him to seek help at our SAFAR Clinic.

He received required medication that fixed his health issues. Further, he also received targeted counselling at the Safar Clinic, which supported him in quitting tobacco. Today, his cough has cleared, he feels more energetic, and he credits the Safar Clinic and Asian Paints for helping him lead a healthier life.

His story underscores the value of preventive healthcare and behavioural counselling in improving the well-being of underserved communities.

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Proactive health

Our proactive healthcare initiatives are focused on improving health outcomes and diminishing disease prevalence among vulnerable groups such as adolescent girls, pregnant and lactating women and children. By promoting preventive care and healthy behaviours, we aim to address root causes before they evolve into serious health concerns. We accomplish this through focused counselling and Behaviour Change Communication (BCC), working hand-in-hand with our dedicated frontline partners, such as Anganwadi Workers, Accredited Social Health Activists, and Auxiliary Nurse Midwives.

25,000+
Beneficiaries served through proactive health programmes^

Menstrual Hygiene Day celebrations - Rohtak

BCC Sessions with Adolescent Girls on Nutrition & Hygiene – Rohtak & Kasna

CASE STUDY

RECOVERY WITH A RIPPLE EFFECT

A resident of a remote village in Vizag, had been struggling silently with undiagnosed diabetes. It was only through timely intervention at 'Nirog' Clinic, supported by Asian Paints, that he discovered his blood sugar level had reached a critical 345 mg/dl.

With consistent care, lifestyle guidance and the right medication, his health began to improve. Within 18 months, his blood sugar dropped to 146 mg/dl—a remarkable turnaround.

But journey did not stop there. Inspired by his recovery, he began mobilising his community, encouraging neighbours to undergo regular health check-ups and adopt healthier habits. Today, he is not just a beneficiary, but a grassroot health ambassador, ensuring that the ripple effect of our healthcare initiatives reaches far beyond his home.

^Key Performance Indicator that has limited assurance

EMPLOYEE VOLUNTEERING

At Asian Paints, employee volunteering is a core pillar of our CSR philosophy. Our employees optimise their skills and knowledge for the betterment of the community.

This year, our employee volunteering programme strategy was executed keeping in mind 'Holistic Development' of the communities that surround us. Our manufacturing units conducted the employee volunteering sessions of Water & Health warriors in the schools of the villages where the Company was already carrying out its CSR interventions in the area of Water & Health. By embedding volunteerism into our organisational culture, we aim to position Asian Paints as a model for socially conscious corporate citizenship.

1,700+
Number of employee participation in FY 2024-25*

*Includes off-roll employees who have also contributed to several employee volunteering activities.

4,100+
Hours of volunteering activities undertaken in FY 2024-25

Key volunteering initiatives

Water warriors

The Water Warriors initiative seeks to build early awareness of water conservation among school children from underserved communities. Conducted through immersive and interactive sessions, the programme encourages children to adopt 'Water Positive Behaviour' -daily habits that reinforce the value of this vital resource.

This campaign was successfully implemented around our manufacturing locations of Mysuru, Kasna and Sriperumbudur, nurturing a generation of responsible water stewards.

Water Warriors – Mysuru

Vein warriors

Our blood donation drives are a tribute to the selflessness of our employees. This initiative highlights our commitment to saving lives and improving emergency preparedness. Every unit of blood donated is a powerful reminder that small acts of generosity can have life-altering impact.

Blood Donation Drive - Head Office

Health warriors

Launched as a new initiative in FY 2024-25, Health Warriors are employees who champion wellness in local communities. Their efforts include health awareness and wellness promotion drives. These actions aim to foster healthier habits, improve healthcare awareness, and bring positive transformation, especially among underserved populations.

Health Warrior session - Cuddalore

Measuring Impact

We conducted impact assessment studies, accordance to law, to evaluate the social outcomes of our vocational, health, and water initiatives. The findings from our FY 2024–25 studies revealed a significant positive impact on people's lives, addressing vital areas such as skill development, healthcare, environmental sustainability, and livelihood enhancement. The study's recommendations are helping us shape and refine our future programmes.

Detailed Impact assessment reports are available at

www.asianpaints.com

WATER STEWARDSHIP*

Leaving a watermark

Management approach

Our commitment to creating self-sustained, empowered and equitable communities has remained aligned with our overall vision and mission of delivering joy to people's lives. Enhanced availability of clean and perennial supply of water in an equitable manner to the communities is integral to this vision and mission.

Transforming the community's connection with water in every form– Leaving a lasting 'Watermark' – our CSR initiative which involves efforts to address water related challenges through various projects and programmes. The overarching goal is to encourage self-sustaining water practices and enable long-term behavioural change within communities.

To ensure accountability, we are strengthening our impact measurement framework for our water initiatives, using real-time monitoring and technology to evaluate socio-economic outcomes.

Target	Target 2025	Performance 2024-25	Status
Water harvesting potential created as % of annual freshwater consumption every year	>70	273.3	Achieved

Through strategic increases in both CSR investments and multi-stakeholder collaboration, we achieved our targets for creating water harvesting potential.

Achieved Unfulfilled

LEAVING A WATERMARK

Launched in 2023, our 'Watermark' initiative reflects Asian Paints' holistic view of water as both an environmental asset and a community resource. It unites all our water-related interventions under one cohesive platform, addressing issues around water availability, accessibility, quality and land degradation.

Through a combination of technical, ecological, and social interventions, the initiatives continue to make measurable contributions to the sustainable future of communities across our areas of operation.

Key pillars of Watermark

- Transitioned from creation of water potential to a collaborative water governance model
- All projects to have quantifiable social impact
- Feasibility checks for design and cost-effectiveness for all the projects to be done by professionals
- Periodic review of project implementation
- Piloting new water management initiatives
- Continuous learning with external experts
- Encouraging communities to participate for wider adoption
- Effective communication of the transformation of water bodies through interventions

*GRI 413-1 Operations with local community engagement, impact assessment and development programmes

*GRI 203-1 Infrastructure investments and services supported

Exploratory and innovative interventions

Supply side

Limited access to water for drinking and irrigation continues to affect the access to clean water for daily use and farming needs. Our supply-side interventions aim to improve water availability and retention, with a focus on restoring water in natural ecosystem and enabling long-term water resilience.

Key initiatives

- Integrated Watershed Management
- Canal lining to prevent water loss due to seepage
- Rejuvenation of water bodies
- Construction and repair of check dams

Demand side

Climate variability and uneven rainfall patterns are disrupting local water access and livelihoods. To address this, we focus on efficient usage of water resources, empowering communities to optimise their consumption and adopt sustainable agricultural practices.

Key initiatives

- Promotion of micro-irrigation
- System of rice intensification
- Sustainable agriculture by promoting low water intensive crops and their varieties
- Reduce dependence on ground water by promoting surface water storage

Other solutions

Sewage treatment

We are piloting chemical-free sewage treatment through phycoremediation using nano-nutrient dosing to flourish natural ecosystem while restricting ground water contamination.

Access to safe drinking water

In areas where poor water quality contributes to illness and water stress, we are working to provide chemical-free purification methods. These solutions improve both health outcomes and water access for underserved communities.

Measuring our progress towards 'Watermark'

12,017
Number of farmers benefitted

10,227
Small and marginal farmers benefitted

142
Number of villages^

Check Dam Project - Narmada district

Demand side impact

313 hectares
Area under water-efficient agriculture

251 hectares
Area under which silt applications were done

Supply side Impact

149
Water bodies^

3,067,557 KL
Water potential created^

60
Water use group formed

8,566 hectares
Command area created

^Key Performance Indicator that has limited assurance

SYNERGISING RELATIONSHIPS

Supply side initiatives

Integrated Watershed Management (IWSM)

Our IWSM programme adopts a holistic approach to improving ecological and community resilience in rural areas. By managing land and water resources in tandem, it enhances agricultural productivity and ensures long-term water sustainability.
Key interventions include:

- Gully plugs
- Continuous contour trenches
- Stone bunds
- Renovation and construction of earthen/cement nala bunds
- Afforestation and tree plantation drives

These measures help reduce surface runoff, increase soil moisture retention and minimise land degradation.

Canal lining

Canal lining in Rohtak has been implemented as a crucial measure to enhance irrigation efficiency and reduce water losses in the region. By lining canals with concrete or other impermeable materials, the seepage of water into the ground is significantly minimized, ensuring more effective delivery of water to agricultural fields.

This initiative supports the region's predominantly agrarian economy, helps conserve valuable water resources and contributes to improved crop yields.

Rejuvenation of Water Bodies (RWB)

Dry tanks and water bodies were identified and desilted to restore their capacity and recharge potential. In FY 2024–25, this intervention was implemented across Kasna, Khandala, Mysuru, Patancheru, Cuddalore, Sriperumbudur, Vizag and Ankleshwar.

Check dam construction and renovation

A check dam is a structure built across a river or stream to slow the flow of water, prevent soil erosion, store water, and recharge the groundwater. In Gujarat's Narmada district, we are implementing water projects by repairing or constructing new check dams.

RWB Project - Mysuru

CASE STUDY

AGRICULTURAL PRODUCTIVITY GAINS FROM POND REJUVENATION

In Siddhuvalli, Mysuru, a local farmer struggled for years with low agricultural yields across a 7.5-acre plot cultivating papaya and sugarcane. Escalating fertiliser costs strained household finances, limiting the family's ability to support their children's education. Through Asian Paints' Pond Rejuvenation initiative, 3,600 cubic metres of nutrient-rich silt were applied to the farmland. This significantly improved soil fertility, reduced dependency on external fertilisers, and enhanced water retention capacity. The intervention also enabled fodder cultivation on-site, which boosted milk production and generated additional income.

As a result, the farmer's overall agricultural earnings rose by approximately by ₹ 60,000 annually. This incremental income helped enrol their children in a reputed local school, marking a step forward in both financial resilience and social upliftment.

Demand side initiatives

Promotion of microirrigation

Promotion of microirrigation is being attempted across the feasible geographies by utilising modern irrigation techniques to enhance water use efficiency, increase irrigated land, improve agricultural productivity and ensure food security. This is being achieved through convergence with government schemes, financial incentives, technological advancements, and educational programmes aimed at empowering farmers.

System of rice intensification

The System of Rice Intensification (SRI) is being promoted with rice cultivating farmers to increase yields while using less water, seed, and chemicals. It focuses on improving soil health, plant establishment, and water management. SRI involves planting seedlings singly and at wider spacing, with intermittent irrigation and frequent inter-cultivation.

Sustainable agriculture

Sustainable agriculture focuses on farming practices that ensures the environment, social and economic well-being of farmers and communities in long-term, and the overall health of the ecosystem. This involves promotion of agricultural practices which can help in protecting environment or natural resources while ensuring higher productivity of land and crop and thereby making agriculture economically viable for the farmers.

Promotion of surface water storage

In order to minimise extraction and dependency on ground water, multifaceted approach are implemented that combines infrastructure development, conservation practices, and awareness campaigns across the geographies. This includes building and maintaining water harvesting structures like check dams, reservoirs/ponds, canals and other water storage structures, as well as promoting rainwater harvesting, reducing water consumption, and raising public awareness about water conservation.

CASE STUDY

ENHANCING GROUNDWATER RECHARGE: PROJECT JALTARA

Under the Project Jaltara initiative, we implemented a strategic groundwater recharge programme in six villages of Khandala. The intervention involved constructing recharge pits each measuring 6 x 4 x 6 feet at low-lying points across farmland. Designed to accelerate groundwater percolation during monsoons, the pits create a favourable micro-environment that allows rainwater to seep into the ground more effectively.

This nature-based solution aims to restore and raise the water table post-monsoon, increasing the availability of water in farmers' wells. The improved groundwater levels are expected to enable larger areas to be brought under cultivation, support multiple cropping cycles, and significantly boost agricultural productivity. Some of the other envisaged benefits include reduced cost of cultivation, avoiding crop loss due to flooding and increase in income of farmers.

Recharge pits dug in low-lying areas of the field

Pits filled with layered stones and pebbles of varying sizes

During rainfall runoff water percolates into recharge pit

Impervious soil made absorbent to boost water percolation

Impact of Project Jaltara

3,333
Pits created

2,261 acres
Area covered

739
Farmers benefitted

ENERGISING, EQUITABLE AND INCLUSIVE WORKPLACE

Talent acquisition | **Learning and development** | **Employee well-being**

Diversity and inclusion | **Human Rights** | **Collective bargaining**

Management approach

We place strong emphasis on effective talent management, nurturing skills, building competencies and fostering a safe, inclusive workplace to develop an exceptional human capital base. This year, we further strengthened our commitment towards Inclusion, Equity and Diversity (IED), enriching our workplace culture by embedding inclusivity deeper into the fabric of our organisation. Our philosophy of 'Leaders for Life' is rooted in enabling holistic development, empowering individuals to thrive professionally and personally. We champion an open, psychologically safe environment that values diverse capabilities and thought leadership. Constructive labour relations are fostered through transparent dialogue and meaningful engagement.

Policies

- Code of Conduct for Employees
- Code of Conduct for Board Members and Senior Management Personnel
- Policy for Prevention, Prohibition, and Redressal of Sexual Harassment of Women at Workplace
- Policy on Equal Opportunity and Non-Discrimination
- Whistle-BlowerPolicy

Click here to know more

	Target 2025	Performance 2024-25	Status
Employee engagement score (%)	80	78	

We are continuously implementing targeted initiatives aimed at enhancing employee experience and organisational culture. Encouragingly engagement levels have shown steady performance by achieving scores between 78% - 81% from July 2022 to July 2024.

	Target 2025	Performance 2024-25	Status
Psychological safety score (out of 10)	7	7.4	

We have cultivated a safe and engaged workforce with meaningful wellness initiatives and insightful psychometric-based support.

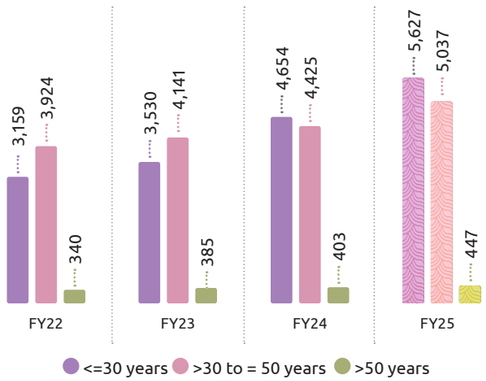
	Target 2025	Performance 2024-25	Status
Wellness initiative score (out of 10)	8	8.8	

We implemented impactful and accessible wellness initiatives across our operations, ensuring our employees stay physically and mentally fit.

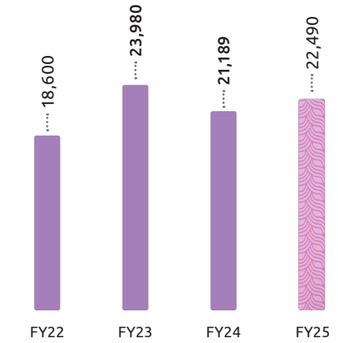
Achieved | Unfulfilled

Employee snapshot*

Total permanent employees by age



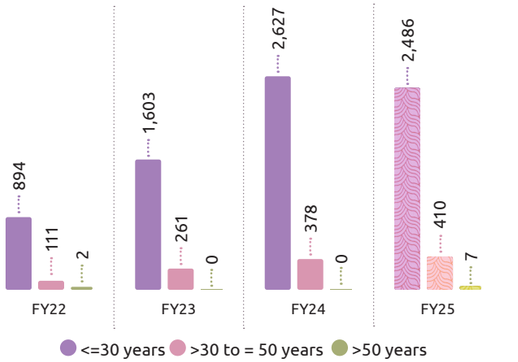
Total temporary and contractual employees#



Total employees per category by age

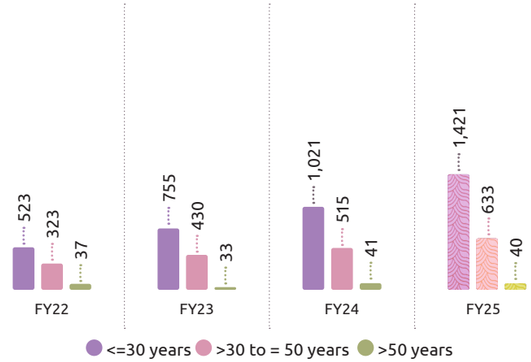
	<=30 years	>30 to = 50 years	>50 years	Total
Senior Management	0	7	8	15
Middle Management	9	315	53	377
Junior Management	437	829	36	1,302
Staff	4,980	2,653	69	7,702
Workers	201	1,233	281	1,715

New hires by age



New hire rate by age group for FY 2024-25:
<=30 years: 46.9%; >30 to =50 years: 8.3%; >50 years: 1.6%

Employee attrition by age



Attrition rate by age for FY 2024-25:
30<= years: 26.8%, >30 to = 50 years: 12.7%, >50 years: 9.2%

*GRI 2-7 Employees | *GRI 401-1 New employee hires and employee turnover | #GRI 2-8 Workers who are not employees

*GRI 405-1 Diversity of employees

SYNERGISING RELATIONSHIPS

TALENT ACQUISITION

At Asian Paints, we focus on identifying and attracting individuals who embody innovation, leadership and a drive for excellence. Our targeted initiatives aim to build a strong, diverse pipeline of future-ready professionals through immersive engagement, strategic branding and experiential learning.

TrailBlazer programme

Through our TrailBlazer Campus Engagement Programme, we strengthened our employer brand across approximately 150 tier 2 and tier 3 MBA campuses. Aimed at building a robust student database for future sales roles, as a part of the initiative we launched an engaging Campus Treasure Hunt tailored for Sales & Marketing executive hiring. The response was exceptional with 2,100+ active participants, 65% of whom hailed from our key target campuses. Impressively, around 80% of these entries came from students specialising in Marketing, Finance, General Management and Human Resource. The top 50 performers, limited to one winner per campus, received a significant cash prize, while the event generated a valuable database of prospective talent pool that will support our recruitment efforts in future.

INSPIRA Challenge

INSPIRA, Asian Paints' exclusive Design Challenge, was conceived as a platform to celebrate emerging design talent while simultaneously exploring alternative, high-potential recruitment channels. Targeting students from premier institutes pursuing Bachelors in Architecture and Interior Design across India, the initiative aimed to engage the next generation of designers and influencers, embedding our brand in their creative journey. The competition was structured in two dynamic stages, concluding with three standout winners who were awarded cash prizes and offered interview opportunities. Beyond the accolades, the initiative successfully established a curated database of design students, now primed for Designer roles, cementing INSPIRA's role as both a talent discovery engine and a brand-building milestone within the design education ecosystem.

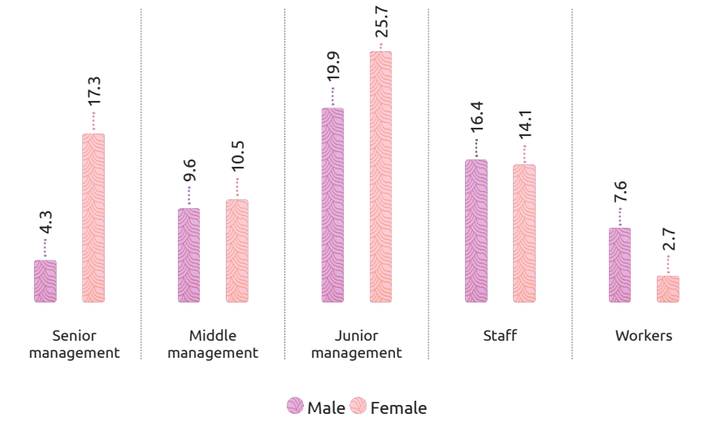
Artist Name: Sayan Mukherjee
Project Name: Donate a Wall Diphu, 2025

LEARNING AND DEVELOPMENT

Guided by our 'Leaders for Life' philosophy, we have developed a culture of continuous growth, equipping employees with the skills to thrive in an evolving business landscape. Through leadership programmes, hands-on learning, and coaching, we bridge skill gaps and ensure high performance. Our annual People Review Process (PRP) aligns individual development with career progression, enabling a strong leadership pipeline. By embedding value-based behaviours and structured capability-building initiatives, we empower talent to drive transformation and lead our Company towards sustained excellence.

Learning and development dashboard for FY 2024-25*

(Average hours of training per year per employee)



Pillars of learning and development

1

Emerging leaders

We are shaping the next generation of leaders through structured, future-forward learning journeys. From immersive development programmes to tailored role-based orientations, we empower junior managers with the mindset, skills and strategic clarity to lead with confidence in a dynamic business environment.

2

Middle management

We are empowering our middle managers to step into strategic leadership roles with confidence, clarity and competence. Through a blend of immersive learning experiences, coaching and financial acumen programmes, we equip them drive impactful, long-term business outcomes.

3

Senior management

We are committed to the continuous evolution of our senior leadership to meet the demands of a dynamic global environment. By investing in advanced learning at prestigious international institutions, we ensure our leaders stay ahead of industry trends and steer our Company towards sustained excellence.

*GRI 404-1 Average hours of training per year per employee

SYNERGISING RELATIONSHIPS

Emerging leaders*

Our flagship Emerging Leaders Programme prepares high-potential managers for leadership roles, focusing on people management, with 350+ participants achieving a feedback score of 8.8/10 this year.

Our Scientific Rigor Programme fosters a data-driven approach, arming managers with analytical skills and structured decision-making, with 75 participants scoring 8.9/10 in FY 2024-25. These initiatives build a strong leadership pipeline, ensuring our future leaders are equipped to drive sustainable growth.

Ready for the Role

To ensure our junior Sales & Marketing managers are primed for success, we introduced a dynamic, day-long orientation tailored to their unique transition journey. Designed with real-world complexities in mind, the programme equips new managers with essential tools and insights to confidently step into their roles. Emphasising people processes for both on-roll and off-roll teams and sharpening sales planning capabilities through live case studies, it lays a strong foundation for leadership in the field.

350+
of our employees attended the Emerging Leaders Programme in FY 2024-25, received positive feedback of 8.8/10

Middle management

The Middle Management Transition Programme combines self-reflection, leadership interactions, Hogan Assessments, and transformative workshops to build leadership capacity. Financial analysis training promotes data-driven decisions and accountability, while personalised coaching with certified professionals strengthens leadership styles and resilience. Partnerships with external experts provide experiential learning in emotional intelligence, communication, and conflict resolution, further developing strategic and collaborative skills.

Empowering middle management

Beyond functional expertise, middle managers at Asian Paints are equipped with a broader organisational perspective and cross-functional collaboration skills. Their learning journey blends in-person formal training with LinkedIn Learning, incorporating one-to-one coaching, group mentoring, psychometric tools, and experiential workshops. Key programmes focus on leadership, financial acumen, role clarity, and people management, ensuring their transition effectively into strategic leadership roles while driving organisational success.

Building financial acumen for strategic impact

To strengthen strategic decision-making, we launched the *Financial Acumen for Enabling Business Strategy* programme for middle managers. The initiative enhances financial literacy, linking macroeconomic insights and core financial principles to business strategy. This empowers managers to operate with greater clarity, supporting smarter decisions and long-term competitive advantage.

Senior management

This year, as in previous years, training programmes continued to be a cornerstone of our leadership development strategy, emphasising advanced leadership skills, strategic foresight, and innovation. These initiatives ensure that our senior leaders remain well-equipped to navigate challenges and seize opportunities.

*GRI 404-2 Programs for upgrading employee skills and transition assistance programs

Elevating strategic and luxury market leadership

To deepen strategic capabilities, our leaders attended two prestigious programmes- the Strategic Marketing Leadership Programme at Stanford University and the Luxury Management Programme at ESSEC Business School.

The Strategic Marketing Programme was specially curated to provide insights for leading a more customer-focused and competitive organisation, while the ESSEC programme focused on luxury consumer behaviour, client relationship building, and premium brand strategy. Our leaders earned a professional certificate, enhancing their ability to deliver high-impact brand experiences and further strengthening their strategic influence in premium markets.

Targeted learning functional excellence

In addition to cadre-based training, we have focused function-based training programmes tailored to the specific skill requirements of different roles. These targeted initiatives enhance functional expertise, drive role effectiveness, and support continuous professional development across our Company.

Inspiring design leadership

The Design Inspiration Series is a curated platform that fuels creative excellence and leadership by connecting our teams with some of India's most influential designers and decorators. Through compelling, expert-led sessions, employees explore design language, philosophy and the art of brand-building. In FY 2024–25, five sessions engaged over 400 employees across our Company, received an impressive feedback score of 8.9/10. These interactions were yet another step towards design-led leadership. We continue to shape the future of our brand by inviting seasoned professionals with proven expertise.

X-Change: Enabling outside-in perspectives

We believe fostering an 'outside-in' perspective is key to driving innovation. Our **X-Change** programme enables employees to engage in cross-industry learning through collaborations with other leading companies. This year, partnerships with a prominent lifestyle brand and a major e-commerce platform provided valuable insights in digital marketing, retail training, luxury selling, and design.

F.I.R.E. – Field Readiness

At Asian Paints, our Field Readiness function is the bedrock of sales capability development across all our business verticals focused on strong on-ground execution, product knowledge and relationship-building. Rooted in the globally recognised 6D Learning methodology, our training initiatives are designed to meet the distinct needs of each vertical. In FY 2024 -25, we delivered tailored programmes, up-skilling 4,250+ participants and clocking 66,000+ training hours. These efforts nurtures a high-performance sales culture through continuous learning and preparedness.

4,250+
Participants upskilled during the year

Programme Samagra

Samagra, a flagship initiative under Field Readiness, is a comprehensive skilling programme designed for Project Sales Executives and Managers. It equips participants with in-depth knowledge of structural categories, repair solutions, and flooring products, enabling them to diagnose issues and propose tailored solutions. During the year, 185 high-impact executives underwent this rigorous training, progressing through a two-tier assessment to master specialised repair and flooring solutions.

Developing expertise through Jigyasa
Jigyasa, a continuous learning initiative designed for peer-led knowledge exchange, managers voluntarily conduct 60-minute sessions covering various topics around product information, application techniques, customer relationship management, industry insights, etc. In FY 2024-25, five insightful sessions have been held, attracting over 150 participants each and sparking engaging discussions through the *"Ask Me Anything"* initiative. By fostering collaboration and expertise, JIGYASA empowers teams with deeper industry knowledge, enhancing technical proficiency and strategic problem-solving.

SAMAGRA

SYNERGISING RELATIONSHIPS

EMPLOYEE WELL-BEING*

We are creating a workplace that champions employee engagement, well-being, and psychological safety. To enhance the employee experience, we conduct engagement surveys assessing workplace culture, leadership effectiveness and work-life balance.

Insights from these surveys shape initiatives that keep employees motivated and aligned with our organisational goals. Our well-being strategy extends beyond physical health, encompassing mental resilience, financial empowerment and holistic wellness through tailored, leadership-driven programmes.

Recognising that well-being influences both performance and quality of life, we integrate global expertise into our approach. With specialised training, interactive programmes, and leadership discussions, we cultivate a psychologically safe and engaged workforce, ensuring our wellness initiatives are impactful, accessible and deeply meaningful.

Mental resilience

Stress management resources, mindfulness training, and productivity sessions help employees navigate workplace challenges with confidence.

Physical health and vitality

Structured wellness initiatives focus on strength, flexibility, posture, sleep hygiene and nutrition for overall well-being.

Financial empowerment

Financial literacy programmes, investment guidance, and retirement planning empower employees with tools for long-term security.

Tarang - Factory day celebration at Kasna plant

Employee wellness initiatives

Global Step Challenge

We continued with our Company-wide Global Step Challenge, inspiring employees to stay active through progress tracking and live leaderboards. Tailored rewards boosted participation across diverse teams, ensuring motivation and healthy competition. By promoting movement and well-being, the initiative strengthened camaraderie and reinforced our focus towards a healthier, more connected workforce.

Fuel for peak performance

We conducted insightful sessions with renowned personalities focused on holistic well-being and nutrition. The discussions emphasised the importance of balance, blending fitness, resilience and mindfulness for overall health. The sessions also explored how proper nutrition supports sustained energy and peak performance leaving employees with practical tips to incorporate wellness into their daily routines.

*GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

AP Wellness Champions League

The AP Wellness Champions League blend fitness, nutrition and mental well-being into an engaging experience for employees. Participants assessed their health baselines across diet, mind and body through mobile App. Challenges like Eating Right, Moving Right and Breathing Right empowered individuals to build healthier habits through guided workouts, expert-led nutrition sessions, mindful practices and one-on-one consultations.

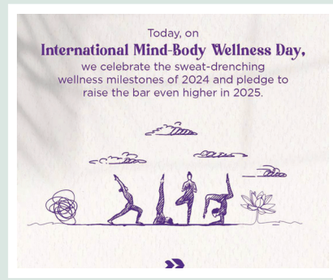
From BMI camps to live fitness and meditation webinars, the initiative fostered participation with a fun points-based system, rewarding meal tracking, activity uploads, quiz completions and peer motivation. Employees earned Individual Well-being Scores, shared achievements on community walls and celebrated progress together, creating a powerful sense of collective purpose.

900+
Participants

Ensuring wellness for all

We extend our support to all to ensure inclusion, reduce stress-related absenteeism, improve productivity and build a more resilient and engaged workforce where every person feels valued, supported and equipped to thrive both professionally and personally. Our employee wellness programmes, featuring sessions like 'Enhance Your Communication', 'Road Safety' and 'Stress Management & Work-Life Balance', reached over 9,000+ individuals, including contract staff, trainees and outsourced teams.

9,000+
Individuals benefitted through our employee wellness programmes



SYNERGISING RELATIONSHIPS

DIVERSITY AND INCLUSION

At Asian Paints, Diversity and Inclusion are integral to our strategy and culture. We are dedicated to building a workplace where every individual feels respected, valued and empowered to contribute their unique perspectives.

We believe that diversity fuels innovation, drives creativity, and fosters well-rounded perspectives, enabling us to develop solutions that better serve our customers and create meaningful value for all stakeholders.

By embracing inclusion, we aim to cultivate an environment where differences are celebrated, collaboration thrives, and everyone has the opportunity to reach their full potential. At Asian Paints, we see diversity not just as a value but as a catalyst for growth, innovation, and long-term success.

Designed for inclusion

Our newly designed Head Office stands as a testament to this belief, thoughtfully crafted to be inclusive and accessible for all. From Braille signage and wheelchair-friendly zones to gender-neutral washrooms and low-height counters, every detail has been considered to ensure dignity and ease.

Asian Paints' IED Vision

Being a progressive, world-class organisation we have created a psychologically safe and inclusive environment which champions diversity in capability and thought leadership.

We offer

1. Inclusive policies and same-sex partner benefits
2. Active Pride ERG and ally network
3. Safe spaces and sensitised hiring panels
4. Mentorship programmes for LGBTQIA+ talent

At Asian Paints, we celebrate every shade of you.

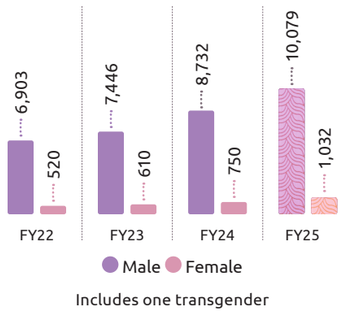
Total employees per category by gender*

	Male	Female	Total
Senior Management	14	1	15
Middle Management	349	28	377
Junior Management	1,075	227	1,302
Staff	6,933	769	7,702
Workers	1,708	7	1715

Total employees per category by age and gender*(%)

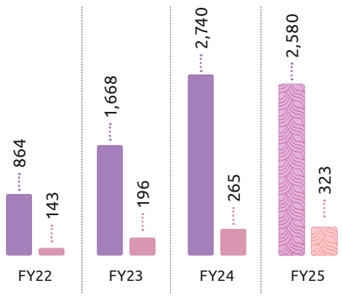
	<=30 years	>30 to = 50 years	>50 years
Senior Management (Male: 93.3%; Female 6.7%)	-	46.7	53.3
Middle Management (Male: 92.6%; Female: 7.4%)	2.4	83.6	14.1
Junior Management (Male: 82.6%; Female: 17.4%)	33.6	63.7	2.8
Staff (Male: 90.0%; Female: 10.0%)	64.7	34.4	0.9
Workers (Male: 99.6%; Female: 0.4%)	11.7	71.9	16.4

Total employees by gender*



Includes one transgender

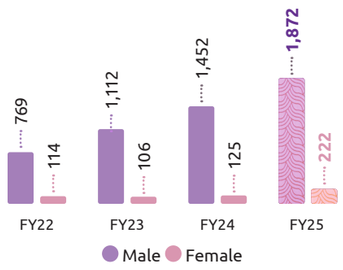
New hires by gender*



Includes 2 transgenders

New hire rate by gender for FY 2024-25: Male: 26.5%; Female: 32.9%

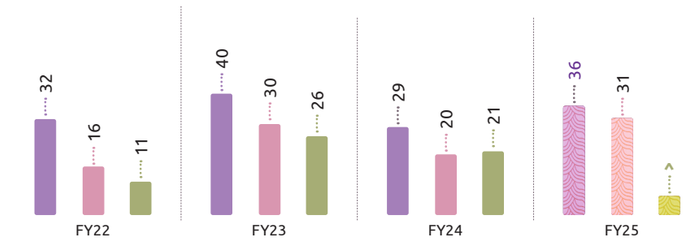
Employee attrition by gender*



Includes 2 transgenders

Attrition rate by gender for FY 2024-25: Male – 19.2%; Female – 22.6%

Women employees who availed maternity leave and resumed work#



Notes:

1. All employees are entitled to avail parental leave.
2. During the year, 36 female employees took maternity leave, of which 31 returned to work till 31st March, 2025 after their leave ended.
3. ^Of these, the number of male and female employees who would still be employed with our Company, 12 months after their return, would be assessed in the year 2025-26.
4. During the year 2024-25, 560 male employees took paternity leave out of which as of 31st March, 2025, 539 male employees are still employed with the organisation.
5. The return to work rate for both male and female employees is 100% during the year 2024-25.
6. The retention rate for male employees is 87.2% and female employees is 87.5% during the year 2024-25.
7. 389 male employees returned to work in the reporting period after their leave ended and who were still employed 12 months after their return.

Wall of Acceptance at Sriperumbudur Plant

At our Sriperumbudur plant, over 100 employees joined hands with the Aravani Art Project and the transgender community to co-create the Pride Mural—'Anaivarukkum Samathuvam: Equality for All.' More than just art, this initiative symbolised unity, self-expression, and a powerful pledge to embrace and celebrate diversity in all its forms.

* GRI 405-1 Diversity of employees

* GRI 405-1 Diversity of employees | # GRI 401-3 Parental leave

SYNERGISING RELATIONSHIPS

Fostering inclusion

This year, we deepened our commitment to Inclusion, Equity and Diversity (IED) by enhancing employee awareness and improving our inclusive culture. Managers and executives across various departments participated in experiential and module-based sensitisation sessions. We also championed inclusive marketing through our partnership with Elle Décor. Furthering our artistic impact, we collaborated with St+art India and the Australian High Commission, uniting indigenous artists to create a vibrant mural at Sassoon Dock.

Specific sensitisation initiatives launched in FY 2024-25

Launch of IED games

We introduced 'Swipe for Inclusion', an interactive game that makes learning about Inclusion, Equity, and Diversity engaging and fun. Accessible on laptops and mobiles, it ensures Company-wide participation.

Celebrating Pride Month

During the year, we celebrated Pride Month with vibrant initiatives, including the Pride Mural, Pride ERG launch and events across locations, sensitising over 700 employees organisation-wide.

IED awareness and sensitisation

More than 4,500 employees have engaged in online modules, interactive sessions and experiential simulations, fostering awareness, empathy, and a deeper commitment to IED.

Disability awareness month

During the year, we conducted experiential empathy-building games and interactive mailers aimed towards sensitisation of different disabilities, featuring inspiring stories of notable achievers who have overcome these challenges.

Inclusion stories

Building on last year's Inclusion series, we made it more interactive, encouraging employees to share personal and workplace inclusion experiences, creating deeper engagement and meaningful conversations.

Art That Reclaims, Voices That Rise

Our cover page tells the story of the Aravani Art Project—a trans and cis women-led collective using public art to reclaim spaces and amplify LGBTQIA+ voices. Through bold, expressive murals, they create visibility and foster empowerment, safety and belonging for the transgender community. These artworks stand as vibrant testaments to inclusion, dignity and the power of shared expression.

CASE STUDY

RISE WITH PRIDE

Asian Paints embraces diversity by developing talent through its Transgender Internship Programme. This year, two batches joined across Sales & Marketing, Supply Chain, and HR, supported by a structured induction. Teams underwent sensitisation by an external expert, while Pride ERG members served as buddies, ensuring an inclusive and enriching experience. During the year, 9 individuals from transgender community had joined our workforce, sourced through our community networks and partnership with NGOs, educational institutes and organisations that work in the space of LGBTQ+ inclusions.

CASE STUDY

CHAMPIONING INCLUSION

During the Pride Month, we launched Pride ERG, an Employee Resource Group for the LGBTQ+ community and allies, fostering inclusion and advocacy. With 120+ allies onboard, this vibrant forum empowers employees to drive meaningful change. Sponsored by our leader from Research & Technology function, Pride ERG is a step towards a more inclusive workplace.

HUMAN RIGHTS*

At Asian Paints, we encourage open dialogue across all levels, allowing employees to voice concerns through reporting managers, senior leadership, or the Human Resource function. Our open-door policy guarantees direct access to Senior Management, creating a culture of trust and accountability.

To uphold ethical standards, our Code of Conduct (CoC) for employees and business partners prohibits forced labour, child labour and discrimination, aligning with global human rights principles. All the human rights requirements are part of business agreements, purchase orders and contract with suppliers. Employees receive regular training to reinforce these values, and our stance on human rights is publicly accessible at our website. Additionally, our Whistleblower Policy enables employees to report misconduct anonymously, including concerns related to human rights.

Our robust grievance mechanisms are designed in collaboration with stakeholders through surveys, interviews, and focus groups, ensuring they address specific concerns effectively. Training sessions familiarise them with the process, their rights, and responsibilities, reinforcing engagement and accountability. We uphold the principle of natural justice, ensuring complainants' confidentiality and protection from retaliation.

Senior members trained in ethical grievance handling oversee these cases with sensitivity and discretion. Our commitment extends to safeguarding against forced or compulsory labour, with a strict minimum age criterion of 18 years for employment across all operations.

CASE STUDY

SPEAK-UP CULTURE

At Asian Paints, we champion a speak-up culture where every employee feels empowered to voice concerns without fear of retaliation. Open communication plays a vital role in identifying and addressing ethical or regulatory breaches early. Whether it is a suspected violation of laws, our Code of Ethics or general business conduct, employees are encouraged to consult their leaders or reach out confidentially through the Asian Paints Whistle-Blower Hotline for guidance or to report concerns.

COLLECTIVE BARGAINING#

We uphold our employees' rights to association and civic engagement within legal frameworks, ensuring open dialogue and transparent communication. Our trade unions across manufacturing plants play a vital role in collective bargaining, ensuring industrial harmony and operational continuity.

We engage with employee unions every three years or as per the settlement period, negotiating productivity-linked wage agreements that balance financial sustainability with workforce well-being. A structured process ensures discussions are held in advance, enabling management and union representatives to align on financial considerations, operational flexibility, and manufacturing excellence.

A minimum 21-day notice is provided for any changes affecting unionised employees' conditions or rights. By maintaining a collaborative and structured approach, we strengthen worker involvement, develop mutual trust, and drive sustainable growth. Our framework ensures a fair and transparent agreement, reinforcing our commitment to employee welfare and long-term organisational success.

Transforming lives through Labour Welfare Fund (LWF)

We place equal emphasis on the well-being of our permanent workforce, as well as our contractual and temporary team members. We ensure access to government welfare schemes that improve the quality of life of our temporary workers. In line with our efforts to create a more inclusive work environment, we have actively facilitated benefits under the Haryana Government's Labour Welfare Fund (LWF), driving financial security and social upliftment.

Creating impact through welfare initiatives

The LWF provides 29 schemes covering education, healthcare, maternity, travel and financial aid for life events. This year, 160 contract workers received benefits worth around ₹ 12 Lakhs. Through awareness drives and contractor collaboration, we ensure broad outreach, reinforcing our commitment to a secure and empowered workforce.

*GRI 2-23 Policy commitments
*GRI 408-1 Operations and suppliers at significant risk for incidents of child labor
#GRI 2-30 Collective bargaining agreements
#GRI 402-1 Minimum notice periods regarding operational changes
*GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor
#GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

SAFE WORKPLACE

Safety at every step

Management approach*

At Asian Paints, we aspire to set a global benchmark in safety within the coatings industry. Our Occupational Health and Safety (OHS) systems are rooted in rigorous protocols, supported by structured training and awareness programmes. With a focus on prevention, intervention, and collaboration, we continue to nurture a culture of accountability and care across our operations.

Taking a forward-looking approach, we are investing in smart technologies and safer process designs to reduce manual interactions and eliminate avoidable risk. Our long-term safety roadmap also focuses on innovation, automation, and proactive monitoring to ensure workplace safety evolves alongside our growth.

All Asian Paints' plants are ISO 45001 certified with our 8 decorative paint manufacturing plants being British Safety Council (BSC) five-star certified.

Vyavasamadhanam
A Commitment towards Life and Breath

Policies

Health and Safety Policy

Click here to know more

	Target 2025	Performance 2024-25	Status
Total Recordable Frequency Rate (TRFR)	</=0.98	1.0	Unfulfilled
Total Severity Rate (TSR)	</=150	40.7	Achieved
Tier-1 process safety incidents	</=3	3	Achieved

We have deployed safety mechanisms and rolled out safety-oriented projects across our operations to create a safer working environment.

Achieved Unfulfilled

*GRI 403-1 Occupational health and safety management system

SAFETY AT EVERY STEP

From design to execution, we embed safety into every aspect of our operations. All our paint and intermediate manufacturing lines are governed by fully automated Distributed Control Systems (DCS) that ensure operational precision and minimise human intervention.

HAZOP studies

Safety begins at the blueprint stage. Our processes undergo Hazard and Operability (HAZOP) studies, ensuring each system includes appropriate safety instrumentation. Key parameters such as temperature, pressure, and material level are closely monitored with alarms, interlocks and automated trip mechanisms to respond to any deviations in real time.

Smart automation

- Solvent and monomer tanks are fitted with dual-level control systems to prevent overfilling and reduce spillage risks
- Pneumatic conveying systems are used for bulk solid raw material transfers, replacing manual handling
- Robotic palletisers and automated packaging lines streamline final operations, enhancing both efficiency and safety

This integration of advanced process automation not only improves throughput but also significantly reduces on-site hazards.

Putting our employees first^*

Health and safety remain central to our ethos. We are committed to safeguarding every individual, employees, contractors, and visitors through robust and evolving safety systems.

During the year, we introduced a 360-degree guarding mechanism to shield against risks from moving machinery, alongside periodic man-vehicle interaction risk assessments in high-traffic plant areas.

We have developed robust guidelines for monitoring Total Recordable Incident Frequency Rate (TRFR) and Total Severity Rate (TSR), ensuring continual improvement in safety performance. Aligned with the British Safety Council's Five-Star framework, our safety standard spans 63 critical parameters, including contractor management, LOTOTO (Lockout, Tagout, Tryout), lifting operations, hazardous substances, fire protection and more.

Our digital platforms support real-time incident logging and inspections. Incident investigations are followed by corrective and preventive actions (CAPA). Additionally, project and contractor safety is reinforced through stringent pre-qualification checks, mandatory safety training, and adherence to our Construction Safety Manual.

CASE STUDY

VISUAL SAFETY TRAINING TO ENHANCE RETENTION THROUGH EXPERIENCE

Theory-led safety training has often fell short in engagement and recall. Feedback revealed limited visualisation of safety protocols and poor retention. Evaluations conducted with contractor training passport system (CTPS) trainers further reinforced the need for a more immersive approach.

In response, we transformed our CTPS audio-visual training modules into an experiential format, introducing real-world learning zones and interactive displays within our Safety Knowledge Centre. The highlight was our 'Walk the Park' concept: a hands-on, visual learning journey designed to encourage subconscious retention of safety norms.

This shift to experiential learning significantly improved participant engagement, understanding and application of safety protocols, resulting in measurable reductions in safety incidents.

^GRI 403-2 Hazard identification, risk assessment, and incident investigation

*GRI 403-3 Occupational health service

SYNERGISING RELATIONSHIPS

Safety monitoring mechanism*

We have implemented a comprehensive monitoring framework to ensure the highest standards of occupational health and safety across all operations. Every three years, certified industrial hygienists conduct in-depth assessments to identify workplace health risks. All employees and contract staff undergo regular medical surveillance, including pre-employment and periodic health check-ups.

Air quality is vigilantly monitored—volatile organic compounds (VOCs) are assessed weekly, and respirable suspended particulate matter (RSPM) fortnightly—via NABL-accredited labs. Ventilation and ergonomic audits are conducted routinely by qualified experts, while workplace parameters such as noise, VOC exposure, and dust levels are tracked using advanced instrumentation. Our robust safety ecosystem is reinforced by routine internal and external audits, Safe and Unsafe Act conversations and Hazard Accident & Risk Perception (HARP) evaluations. SUSA conversations further elevate awareness and accountability. Additionally, raw materials are rigorously screened and classified using International Agency for Research of Cancer (IARC) and Globally Harmonised System for classification of chemicals (GHS) norms to assess and mitigate toxicity risks.

CASE STUDY

SPECIAL 27: REDEFINING EMERGENCY RESPONSE

At our Mysuru plant, we took a bold step to elevate emergency preparedness with the formation of Special 27—an elite team of 27 cross-functional executives selected across departments and shifts.

In partnership with LCS India, team members underwent two intensive nine-day training sessions covering 13 advanced emergency response techniques, including tunnel rescue, fire suppression, chemical handling, and confined space entry. The programme combined simulation drills with scenario-based training, reinforcing decision-making under pressure.

The outcome was showcased in a full-scale emergency mock drill attended by 40+ external officials, where Special 27's performance drew wide acclaim. Now embedded into the plant's emergency response system, the team stands as a symbol of agility, teamwork, and preparedness.

Beyond being a safety initiative, Special 27 is a culture shift - one that reflects our organisation's deep-rooted focus on protecting lives, fostering rapid response capabilities, and setting new standards in industrial safety.

*GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

CASE STUDY

ERGONOMIC INNOVATION AT THE PUTTY BLOCK

At our newly-commissioned Putty block, repeated manual loading of heavy bags presented a high risk of musculoskeletal injury. A cross-functional team brainstormed a practical solution - deploying a telescopic conveyor system through frugal innovation.

This extendable conveyor reaches deep into the truck bay, drastically reducing the need for manual lifting. The solution included safety enhancements such as emergency stops and proximity sensors. Challenges, including forklift integration and secure electrical connections, were swiftly resolved.

The outcome: safer, faster loading with significantly reduced worker fatigue and injury risk, and a marked improvement in operational productivity.

Strengthening warehouse safety

Warehouse operations are governed by strict adherence to safety protocols and statutory compliance. We maintain high standards in fire and electrical safety, man-machine interaction, material handling and visual management.

Warehouses undergo regular audits, with corrective actions implemented in response to electrical safety observations. A standardised amenities manual ensures uniform facilities across locations. We have also integrated forward-looking technologies like fork-mounted cameras on reach trucks, enhancing visibility and reducing accident risk.

Storage rack integrity is periodically assessed, supported by third-party inspections. To enhance emergency response readiness, we have partnered with hospitals near our warehouses through an external agency network.

Building a culture of safety

Safety, at Asian Paints, is a mindset ingrained across our organisation and extended to our employees' families. Awareness and ownership are critical to prevention, and we invest in making safety a shared responsibility.

Our multi-channel approach includes internal and external training, e-learning modules, toolbox talks, and gamified content. Engaging formats—presentations, posters, newsletters, and mobile safety messages—ensure high visibility and continuous learning.

Recognising the influence of family in reinforcing safe behaviours, we extend our communication to the home via booklets, safety calendars, and informative magazines. Events like Annual Plant Day bring families into the fold through interactive safety quizzes and exhibitions.

We also promote healthy competition through the Safety Rolling Trophy and celebrate national observances such as Safety Week, Process Safety Week, Road Safety Week, and Fire Prevention Week with wide participation.

Through these sustained efforts, we are not only upholding safety standards but also nurturing a culture where safety is second nature—inside and outside the workplace.

We are the first Company to achieve generative stage in coating industry globally.

SYNERGISING RELATIONSHIPS

Sustained road safety programme

This programme featured over 10 educational safety videos, 40+ infographic GIFs, and 3 interactive quizzes.

Enhanced high-risk contractor safety

Over 400 activities, SOPs, work instructions, permits and LOTO requirements were revisited to ensure clear communication and compliance among contractor supervisors and workers, resulting in a noticeable reduction in incidents.

Reverification exercise

More than 2,000 closed horizontally deployed CAPAs across all plants related to internal injuries, such as first aid, external referrals and lost time injuries were thoroughly reviewed.

INITIATIVES UNDERTAKEN TOWARDS IMPROVING SAFETY

Correcting unsafe condition

Identified and resolved over 3,250 unsafe conditions related to slips/trips/falls, chemical handling and manual material handling to prevent potential incidents.

Celebrating injury-free day

Achieved over 100 injury-free days across 8 Paint Plants, Bath & Kitchen plants and depots & distribution centre.

Quarterly theme-based initiatives

Focused initiatives addressed key injury categories including slips, trips & falls (Chalo Sambhal Ke), chemical exposure (Chemical Ko Jaano) and ergonomics, with each plant championing a specific theme quarterly.

Process Safety Management (PSM)

We continue to elevate our PSM systems through a technology-forward, multi-layered strategy. Our digital PSM IoT interface, implemented across seven plants, supports early risk detection and mitigation.

In collaboration with the British Safety Council and Centre for Chemical Process Safety (CCPS), we trained and certified 75 PSM trainers. A gamified Bowtie risk profiling module has been introduced to reinforce process safety learning. Key safety investments during the year included overfill protection systems, breakaway couplings, inhibitor dosing mechanisms to control runaway polymerisation, and real-time earthing checks using CEMS technology.

We have completed 362 Bow-Tie risk profiles and 879 Human Reliability Analyses (HRAs), while visual SOPs were created for high-risk operations identified through Bowtie analysis. These initiatives are helping embed a resilient and proactive safety culture across our sites.

CASE STUDY

ADVANCING PSM THROUGH COMPETENCY TRAINING

PSM hinges on a competent, well-trained workforce. In August 2024, we conducted Batch 4 of the PSM Training of Trainers (ToT) programme in Vizag, led by Ian Travers, a global PSM expert. Thirty-one participants were certified across six key PSM elements. With 73 certified trainers now active across sites, we have significantly enhanced our ability to embed best-in-class safety practices across all levels of our operations.

Suraksha Doots: Driving a safer culture

BBS assessments revealed a delay in addressing unresolved unsafe conditions, leading to employee disengagement. With increasing open cases on i-Safe and a decline in proactive reporting, a new model of intervention was introduced—Suraksha Doots (Safety Angels).

A dedicated five-member team comprising a rigger, fitter, welder and two helpers was appointed. Donning branded uniforms and coordinated via WhatsApp, this team worked proactively with PED support to resolve issues, deliver Toolbox Talks post-closure, and boost employee confidence.

Results:

- Over 90% of flagged conditions were closed
- Improved employee morale
- Reduced LTI (Lost Time Injury) risk
- Enhanced visibility and trust in safety governance

Plans are underway to enable real-time tracking and digital closure of these issues via the i-Safe platform, amplifying the programme's long-term impact.

SYNERGISING RELATIONSHIPS

CASE STUDY

SAFETY INITIATIVES AT OUR VIZAG PLANT

Preventing heat exchanger choking

The MA-20% heat exchanger frequently experienced choking due to the chilling water supply entering the heat exchanger inlet during the recirculation sequence triggered by other tanks. To address this, an additional actuator valve was installed in the chilling water inlet line. Since the implementation, there have been no instances of choking, ensuring the heat exchanger remains fully functional and effectively preventing temperature rise in the monomer storage tank and subsequent runaway polymerisation. This improvement ensures process safety by preventing chilling water from entering the heat exchanger unless necessary, significantly enhancing operational efficiency.

Improved safety through automation

Previously, raw materials (RM) were manually added to PET, TSD and mixers in PEL, resulting in prolonged exposure to hazardous powders and monomers. To mitigate these risks, a liquid transfer system (AODD pump and suction hose) was implemented for the transfer of monomers and water. Additionally, a powder transfer system using vacuum technology was introduced for the safe transfer of powders to TSD and mixers. These solutions have eliminated manual handling of raw materials across floors, significantly reducing ergonomic risks and exposure to hazardous substances, thus enhancing workplace safety and efficiency.

Enhanced process safety with RPM sensors

To address the risk of runaway reactions caused by shaft decoupling or improper agitation in reactors, an RPM sensor system was implemented in all reactors within the Polymer Block. This system is interlocked with the process sequence, ensuring continuous monitoring of agitation. By identifying potential issues before they escalate, the system proactively holds the process sequence, preventing improper agitation and ultimately safeguarding against runaway reactions. This implementation significantly enhances process safety, ensuring stable reactor operation and reducing the risk of hazardous situations.

CASE STUDY

ERGONOMIC ASSESSMENT AT SRIPERUMBUDUR PLANT

At the Sriperumbudur Plant, manual handling activities posed ergonomic risks, which were traditionally assessed by external experts. To address this, we deployed ErgoPlus software, providing a user-friendly solution for internal assessments. Ergo Champs from various departments were trained to identify and implement ergonomic controls. The initiative resulted in a 75% reduction in risk scores, improving safety and the recognition of ergonomic hazards.

STP floating sludge movement in sludge bed

Previously, sludge generated in the STP was manually collected in 25-litre pails and lifted by hand to the sludge bed. However, a new pipeline system has now been implemented, connecting the STP sludge collection area directly to the sludge bed. This allows the contractor to pour the collected sludge into the pipeline, which transports it directly to the sludge bed. As a result, manual handling of sludge has been reduced, the need for carrying loads upstairs has been eliminated and the exposure to slip and trip hazards on steps has significantly decreased.

Keeping track of safety

Metric	FY 2024-25	FY 2023-24
Recordable Work Injury	47	63
Fatalities	0	3
LTI	26	30
LTIFR	0.32	0.40
Severity Rate	23.46	252.60
Frequency Severity Index	0.0027	0.0101
Manhours Worked	82,534,953	74,985,112

LTI: Lost Time Injury (Based on Incidents) | LTIFR: Lost Time Injury Frequency Rate (Based on Incidents)

Recordable work-related ill health is NIL for the year aforesaid^. We are taking various preventive and mitigation measures to reduce occupational health and safety impacts such as quantitative risk assessment for manufacturing operations#.

1) The details of safety-related incidents include all the locations.
2) The lost time injury details for manufacturing locations and R&T Centre, is as per the criteria defined in Factories Act, 1948. For non-manufacturing locations, where Factories Act, 1948 is not applicable, man days lost >= 2 has been considered.
3) The fatalities pertain to road accidents during on duty travel.
4) Recordable work-related injuries, LTI and LTIFR have been calculated based on the count of incidents as per Company's safety policy and recognised guidelines. If injuries had been considered instead of incident, the total recordable work-related injuries would be 50, the LTI would be 27 and the LTIFR would be 0.33.

PROACTIVE ENGAGEMENT AND RESPONSE TOWARDS STAKEHOLDERS

Value chain partners

At Asian Paints, we are guided by the principles of integrity, fairness, and transparency in all our operations. We hold ourselves, and those we work with, to the highest standards of ethical conduct. Recognising the critical role our business partners play in delivering value to our customers and communities, we actively foster a culture of responsible business practices throughout our value chain.

To embed this ethos, we have institutionalised a dedicated Business Partner Code of Conduct. This framework clearly outlines our expectations across several key dimensions, including ethical governance, respect for human rights, fair labour conditions, workplace safety, and environmental stewardship. By cascading these principles across our network, we aim to build a resilient, responsible, and future-ready ecosystem that upholds our values at every level of collaboration.

Read more about supplier initiatives on page →Pg- 171

Government and regulatory bodies

We maintain strong and constructive engagement with government authorities, regulatory bodies, and industry associations, acting as a responsible voice of the sector. Our approach is rooted in proactive participation - from contributing to policy consultations and legislative dialogues to supporting on-ground implementation frameworks.

By aligning with both national imperatives and global commitments, we strive to support the creation of effective, balanced regulations that advance public interest while enabling sustainable industrial growth. Our involvement spans across environmental compliance, health and safety, manufacturing standards, trade policies, and emerging regulations related to ESG disclosures. Through informed dialogue and advocacy, we continue to shape the evolving policy landscape and act as a bridge between stakeholders and state priorities.

Read about key engaging issues with the government during the year on →Pg- 72

#GRI 403-9 Work-related injuries | ^GRI 403-10 Work-related ill health

GOVERNANCE

Our governance philosophy reflects a proactive, future-focused approach rooted in ethical conduct and transparency. At Asian Paints, we view governance not merely as a regulatory requirement, but as an essential enabler of sustained leadership and trust. We remain fully compliant with all applicable laws and consistently aim to exceed traditional benchmarks, ensuring we are counted among India's most well-governed companies.

FY 2024-25 HIGHLIGHTS

5 out of 6
Committees chaired by Independent Director

50%
Independent Directors as on 31st March, 2025

40%
Time spent by the Board of Directors on matters of strategic importance

100%
New suppliers screened based on our Environmental and Social criteria@

@GRI 308-1 New suppliers that were screened using environmental criteria | @GRI 414-1 New suppliers that were screened using social criteria

KEY MATERIAL TOPICS

- Business Ethics and Corporate Governance
- Organisation Resilience
- Policy Advocacy
- Anti-competitive Behaviour
- Anti-corruption and Anti-bribery
- Responsible Supply Chain
- Financial Performance

ESG STRATEGY

148 World-class governance

156 Ethics, transparency, quality and accountability

171 Sustainable supply chain management

STAKEHOLDERS IMPACTED

- Customers
- Influencers
- Employees
- Vendors
- Investors
- Government and regulatory bodies
- Communities

UN SDGs IMPACTED

CODE OF CONDUCT

A vital pillar of our corporate governance framework, the Code of Conduct provides clear ethical guidance to all our stakeholders. It equips them to navigate complex decisions with integrity and fairness, covering areas such as equality, conflict of interest, gifts, fraud, confidentiality, fostering competition, anti-corruption and responsible conduct.

More than a compliance document, the Code of Conduct fosters a culture of accountability and principled decision-making. It sets expectations for stakeholder behaviour which is reinforced through regular training, workshops, and real-life scenario-based learning that helps embed ethical thinking into day-to-day operations.

100%
of Directors and Senior Management affirmed compliance with the Code of Conduct

78%
of our active employees completed the Code of Conduct training in FY 2024–25

WORLD-CLASS GOVERNANCE

Governance structure | **Board effectiveness** | **Group governance**

Management approach

Governance at Asian Paints is a reflection of our value system encompassing our culture, policies, and relationships with our stakeholders. We are committed to sustainable development delivered with transparency, responsibility, and integrity. Our approach goes well beyond statutory obligations and is guided by clearly defined policies, the Code of Conduct, charters of Board Committees, disclosure frameworks, and structured reporting protocols. Our corporate governance is upheld through robust and sound Board governance processes, internal control systems and stringent audit mechanisms, which are subject to periodic review by the Board of Directors and its Committees.

Target 2025

Committed to achieving best-in-class governance as rated by third-party governance firm.

Achieved | Unfulfilled

ESG Scores - Leading governance rating agencies

S&P Global Sustainability Yearbook 2025

2

We continued to rank #2 in India and are part of the top 30 companies globally under the Chemical industry

CDP Water and Climate Change Score

A-

Score in water management

B

Score in climate change

ISS Scorecard

1

We continued to maintain 'Leadership' score (1) in the Institutional Shareholder Services (ISS) Scorecard

MSCI ESG Ratings

AA

We have sustained 'AA ESG rating (Leader)' for four consecutive years.

Recognitions

IiAS award

Awarded as NEXT LEADER on Indian Corporate Governance Scorecard 2024 assessment by IiAS

GOVERNANCE STRUCTURE^

The efficacy of our decision-making process is underpinned by our governance structure, designed to ensure strategic alignment and the consideration of all stakeholder interests.

Sustainability and resilience

Shareholders

Board of Directors@

Our experienced and diverse Directors provide astute oversight, rigorous counsel and an independent examination in integrated thinking. The Board establishes and steers strategic direction, oversees and monitors performance, manages risk, and ensures accountability and compliance with policies.

Read more about our Board of Directors on →Pg- 237

Auditors

Comprises Statutory Auditors, Secretarial Auditors, Cost Auditors and Internal Auditors. Our Company also engages with external agencies to carry out due diligence and review on an assignment basis.

Read more about our Auditors on →Pg- 204

Board Committees

Our six Board Committees play a significant role in the governance structure. These Committees oversee specialised areas of operations and provide recommendations based on expertise. Committee Chairpersons relays relevant matters to the other Board Committees as required and provides updates on Committee activities to the Board at its meeting.

Read more about our Board Committees on →Pg- 247

- Audit Committee (AC)
- Nomination and Remuneration Committee (NRC)
- Corporate Social Responsibility Committee (CSRC)
- Risk Management Committee (RMC)
- Stakeholders Relationship Committee (SRC)
- Investment Committee (IC)

Management

One Link

The One Link comprises of the General Managers, Associate Vice Presidents, Vice Presidents, Senior Vice Presidents, Presidents and the Managing Director & CEO. The Managing Director & CEO leads One Link spearheads transformation initiatives that ignite change.

Employees

Responsible for working to deliver on our Purpose, whilst adhering to the standards of behaviour set out in our values and CoC.

Collaboration with stakeholders

Empowerment | **Accountability** | **Ethics & Transparency**

Systems and processes

@GRI 2-13 Delegation of responsibility for managing impacts | ^GRI 2-9 Governance structure and composition

GOVERNANCE

BOARD EFFECTIVENESS*

We believe a diverse and engaged Board is essential to long-term success. Our Board brings together a optimum mix of Executive, Non-Executive, and Independent Directors, with rich diversity in thought, expertise, gender, and experience. This ensures well-rounded deliberation and high-quality decision-making.

Read more about our Board of Directors on →Pg- 237

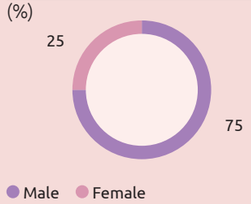
Familiarisation programme

We have instituted a robust familiarisation programme for our Independent Directors and other Non-Executive Directors. The programmes, conducted at the time of induction and on a continuous basis, *inter alia*, aim to provide an understanding of the business and its operations, business strategies, management structure, risk management framework, and the regulatory environment.

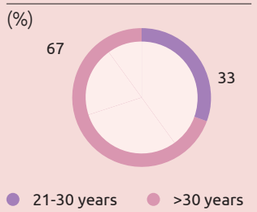
Click here to learn more

Board demographics#

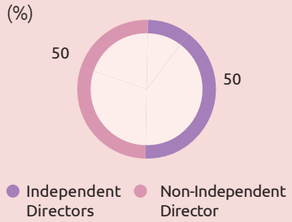
Diversity^



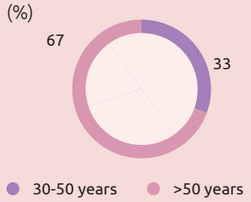
Experience



Independence



Age profile

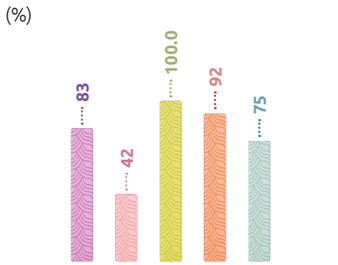


Average age of Board of Directors

57 years

Insights into Board discussions

Expertise of our Board members



119 hours
invested by the Board and Committees in formal deliberations

#As of 31st March, 2025 | ^GRI 405-1 Diversity of governance bodies

Band-wise tenure of Board of Directors

Band-wise Tenure	No. of Directors	(%) of Directors
Up to 5 years	7	58
5 years 10 years	3	25
>10 years	2	17
Total	12	100

5 years@
Average tenure of our Board members

95%
Average attendance of Board of Directors

Our Company is led by an Independent Non-Executive Chairman$

Board committee membership and attendance

Name of Committees	Total Members	Independent Directors	Women Directors	Attendance at the Meetings
Audit Committee	3	3	1	96
Nomination and Remuneration Committee	3	2	0	100
Stakeholders Relationship Committee	3	1	1	100
Risk Management Committee	5	2	2	100
Corporate Social Responsibility Committee	4	1	1	100
Investment Committee	6	2	1	94
Independent Directors Committee	6	6	1	93

Role of Independent Directors

Independent Directors of the Company being charged with the responsibility of safeguarding stakeholder interest bring impartial judgement in the Board discussions on strategy, performance, risk, allocation of resources, appointments to the Board and Management, and conduct of the business. They objectively evaluate performance of the Board and management against agreed goals, ensure financial integrity and effective risk management controls. Thereby they protect all the stakeholders' interests, especially minority shareholders and balance conflict of interest amongst the stakeholders with equity.

Board evaluation^

The Nomination and Remuneration Committee has developed a structured assessment process for Board evaluation. This process has been designed to measure the effectiveness of the Board by evaluating the functioning of the Board, its Committees, and individual Directors annually. We believe that the collective effectiveness of the Board significantly impacts our performance.

Therefore, the Board performance is closely assessed based on the roles and responsibilities outlined in the statute and our Company's policy.

Once in every three years, an externally facilitated independent evaluation is carried out under the guidance of the Nomination and Remuneration Committee.

The Board evaluation process provides an opportunity to identify greater efficiencies, maximise strengths, and highlight areas of further development to enable the Board to continually improve its performance and effectiveness.

@GRI 2-9 Governance structure and composition | $GRI 2-11 Chair of the highest governance body
^GRI 2-18 Evaluation of the performance of the highest governance body

GOVERNANCE

Beyond silos to synergy: The cross-functional Board advantage

Name of Committees	Shared members with other Committees	Name of the overlapping Committees
Audit Committee (AC)	✔	NRC, RMC & IC
Nomination and Remuneration Committee (NRC)	✔	AC & IC
Corporate Social Responsibility Committee (CSR)	✔	SRC & IC
Risk Management Committee (RMC)	✔	AC & SRC
Stakeholders Relationship Committee (SRC)	✔	CSR & RMC
Investment Committee (IC)	✔	AC, NRC, CSR & RMC

Double thrust in Community Well-being

SRC CSR

Shared members between SRC and CSR ensure that the community well-being initiatives are in line with our Company's ESG goals and UN SDGs adopted by our Company as part of its CSR policy.

Additional oversight in area of risk

AC RMC

Shared members between RMC and AC ensure that AC has additional oversight of financial risk and controls. This ensures efficient communication, coordination for risk management, leading to streamlined processes and enhanced organisational performance.

Double focus on materiality in ESG

SRC RMC

Shared members between RMC and SRC ensure that our ESG issues are addressed with a focus on both internal risk management and external stakeholder relationships in an integrated manner.

POLICIES AND POSITION STATEMENTS

Our governance policies and codes in alignment with our Company's culture and value system, fortifies our ESG commitment. The Company's policies and position statements define the governance framework, provide guiding principles, and ensure transparency and accountability through disclosures.

CODE OF CONDUCT FOR ENGAGEMENT WITH STAKEHOLDERS

The Code of Conduct for employees, Board & Senior Management and business partners serves as a guiding framework, ensuring adherence to legal, regulatory, and internal standards. It promotes ethical decision-making, clarifies expected stakeholder behaviour, and supports responsible business practices, with disciplinary procedures to uphold integrity and accountability.

The implementation of these codes involves clear communication and regular sensitisation of all the stakeholders.

Employees

Click here to learn more

Business Partners

Click here to learn more

Senior Management Personnel and Board ●

Click here to learn more

● Revised in FY 2024-25

Guiding principles for Code of Conduct

- Honest, fair and ethical - Our relationship with fair, positive and productive, based on mutual trust/respect
- Equality/Non-discrimination - No discrimination on grounds of race/caste/religion/colour/ ancestry/martial status/sexual orientation/gender/age/ nationality/ethnic orientation/ disability
- Respect for human rights, dignity and privacy
- Not to engage in activities to secure undue advantage
- Zero tolerance to bribery to public servant/business partners
- Zero tolerance to corruption
- Provide safe and healthy environment in all our facilities
- Use sustainable development principles
- Not aligned to any political party

GOVERNANCE

Codes & Policies for strengthening governance structure

- Nomination and Remuneration Policy ●
- Board Diversity Policy
- Whistle-Blower Policy
- Code of Conduct to Regulate, Monitor and Report trading by Designated Persons ●
- Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information
- Risk Management Policy
- Policy for determination of Materiality of Events/Information ●
- Policy for determining Material Subsidiaries ●
- Policy on Archival of Information disclosed on the website of our Company
- Policy on engagement of Auditors ●
- Advocacy Policy
- Fair Competition Policy
- Corporate Social Responsibility Policy
- Dividend Distribution Policy
- Information Security Policy
- Policy on equal opportunity and non-discrimination
- Environment Policy
- Health and Safety Policy
- Policy on dealing with and materiality of Related Party Transactions ●
- Investors' Grievance Redressal Policy
- Policy for Prevention, prohibition and Redressal of Sexual harassment of women at workplace
- Abridged Version of Internal Audit Charter

Click here to learn more

● Revised in FY 2024-25

Read more about our Nomination and Remuneration Policy on → Pg- 253^

Position statement

Our position statement outline our succinct, clear articulation of our position or opinion on an issue and how we intend to approach the issue.

We have devised position statements for the following:

- Anti-Bribery and Anti-Corruption
- Human Rights
- Tax Governance
- Net Zero Carbon Emissions
- Biodiversity & no Deforestation
- Sustainable Supply Chain

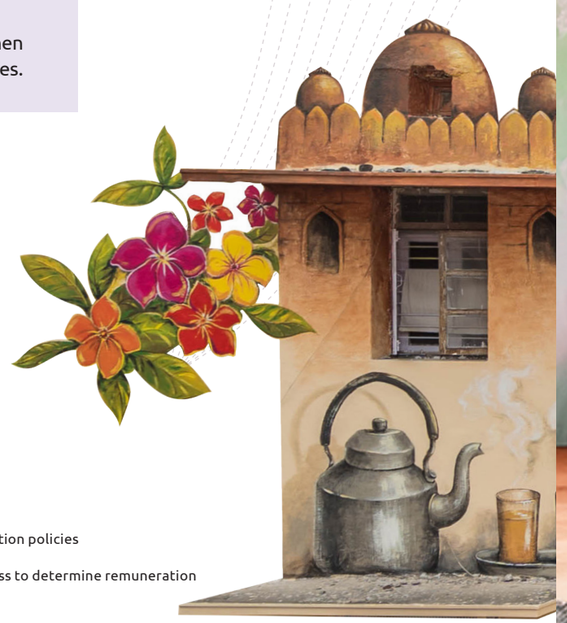
Click here to learn more

Policy advocacy

We engage with governments and regulators in public policy discussions, both directly and through institutional bodies, to share our views and those of our stakeholders on matters relevant to our business. We undertake policy advocacy in a transparent and responsible manner, considering both our corporate interests and the broader interests of the industry when engaging with the authorities.

ESG governance*

In alignment with the Asian Paints Charter, the Board has defined a comprehensive ESG framework and long-term sustainability goals. The Stakeholders Relationship Committee has been mandated to guide management and monitor progress against these ESG priorities. Additionally, the Risk Management Committee is responsible for assessing ESG-related risks, including climate risks, and for overseeing mitigation strategies. The Managing Director & CEO, together with the One Link leadership team, drives the implementation of ESG objectives and mitigation plans. These efforts are supported by the Sustainability team, Functional Heads, and Business teams, who collectively monitor and report on progress.



^GRI 2-10 Nomination and selection of the highest governance body ^GRI 2-19 Remuneration policies

^GRI 2-14 Role of the highest governance body in sustainability reporting ^GRI 2-20 Process to determine remuneration

GROUP GOVERNANCE

Our Group companies function within a well-structured governance ecosystem that ensures strategic alignment and accountability. Defined roles for respective Boards, international business heads, and process owners help maintain consistent oversight and strategic coherence across geographies.

Sharing of expertise

Asian Paints' central functions extend specialised expertise, including in Information Technology, legal, audit, secretarial, HR, taxation and supply chain, to international business units. This enables greater efficiency, strengthens controls, and standardises processes across the Group.

Extending policies to Group Companies

To reinforce uniform standards and foster responsible business practices across our Group entities, several of our policies have been extended to our subsidiaries and joint ventures (to the extent applicable). These include:

- Whistle-Blower Policy
- Code of Conduct for Employees
- Code of Conduct for Business Partners
- Policy on engagement of Statutory Auditors
- Communications and Social Media Policy
- Environment Policy
- Health and Safety Policy
- Policy on Equal Opportunity and Non-Discrimination

Oversight measures

The Board of Asian Paints regularly reviews the performance of its subsidiaries and oversees any corporate restructuring or collaborations. A summary of the minutes of the meeting of the subsidiary's Board is presented to our Company's Board each quarter and the detailed minutes are also accessible to Directors through a secure online portal. Currently, Asian Paints does not have any material subsidiaries.

The Audit Committee plays a key role in monitoring the financial performance of Group companies, including investment decisions, loan utilisation, and related party transactions. It also reviews consolidated financial results and ensures regulatory compliance.

The Nomination and Remuneration Committee identifies eligible employees in subsidiaries for ESOPs, supporting talent retention and incentivisation. It also oversees senior management transfers within international business units.

The Investment Committee evaluates major investment, divestment, and acquisition proposals by foreign subsidiaries and submits its recommendations to the Board for consideration. It also reviews proposed capital infusions into subsidiaries.

GOVERNANCE

ETHICS, TRANSPARENCY, QUALITY AND ACCOUNTABILITY^

Shareholder outreach | **Financial governance** | **Conflict of interest** | **Stakeholders and corporate governance** | **Culture of integrity** | **Data privacy** | **Technology, innovation and digitisation** | **Compliance** | **Managing risks**

Management approach

Our Company's value system is guided and based on the key tenets of ethics, transparency, quality and accountability. We maintain integrity and fairness through robust business strategies, and risk management practices that ensures long-term value for all our stakeholders. We go beyond compliance by disclosing all the relevant information and fostering trust across our ecosystem.

Target 2025

100% of risk impacting business resilience based on annual assessment and score.

Achieved Unfulfilled

Shareholders corner

Shareholder's Corner is a dedicated platform where we provide our shareholders access to relevant information, submit requests, and review key policies of our Company.

Central to our stakeholder's relationship governance is the commitment to listen to and consider their perspectives. To support this, we have established a comprehensive grievance redressal policy, supported by a dedicated team that ensures prompt and effective resolution of investor concerns. Additionally, our website features a detailed FAQ section addressing common queries related to investor services, further enhancing transparency and ease of access.

In continuation of our endeavour to simplify the process for the shareholders, our Company during the year have prepared a Shareholder's Reference Book which is a compendium of all the documents and necessary information as per the law and Company's practice required by a shareholder for processing a particular investor service request.

SHAREHOLDER OUTREACH

We have always regarded shareholder engagement as one of the key anchors towards achieving a better corporate governance. We believe strong shareholder relationships are built on active listening and responsive engagement. This year, we continued to expand our communication channels, including the Shareholder Corner on our website and the launch of a Shareholders' Reference Book to enhance transparency and provide quick access to essential information for the shareholders at one place.

Zero
Shareholder Agreements impacting control over our Company

^GRI 2-16 Communication of critical concerns

Investor engagement

We maintain an ongoing dialogue with our investors through structured meetings, conferences, and analyst interactions. These sessions cover business updates, financial performance, governance practices, and ESG progress, helping us align with shareholder expectations. The Stakeholders Relationship Committee reviews and takes note of the feedback, suggestions received from the institutional investors discussed during these interactions and provides its inputs and recommendations to the Board and Management.

Highlights of FY 2024-25

1,680+
Participants in our quarterly earnings call

121
Funds participated in 19 investor meets and conferences

Read more at Page 71

*GRI 2-15 Conflict of interest

FINANCIAL GOVERNANCE

Internal controls over financial reporting

Our Company has robust internal controls over financial reporting encompassing its processes, policies, and procedures to ensure the accuracy, reliability, and integrity of its financial statements. These controls are designed to safeguard assets, prevent fraud, detect errors, and ensure compliance with applicable laws and regulations.

Related Party Transactions

We have a robust process for dealing with related party transactions (RPTs). We follow a rigorous framework to govern the approval of RPTs. All RPTs are subject to stringent internal scrutiny and require prior approval of Audit Committee, comprising of Independent Directors. This ensures objectivity and adherence to best practices.

Read more at Page 206

Accounting policies

We recognise that sound accounting policies and practices are essential for our Company to ensure transparency, accountability, and financial integrity. We abide with the Indian Accounting Standards and other accounting principles generally accepted in India, to maintain accurate and detailed financial records, implementing robust internal controls, and ensuring timely and accurate financial reporting. We believe that effective accounting practices enables stakeholder trust, mitigate financial risks, and help in making informed business decisions ultimately contributing to long-term sustainability and growth.

CONFLICT OF INTEREST*

- Our Company's CoC for the Board of Directors and Senior Management Personnel (SMP), and CoC for employees provide clear guidance on avoiding and declaring conflicts of interest.
- To ensure operational integrity, we expect proactive reporting of potential conflict of interest by our employees, Directors and SMPs, which are reviewed by Chief Human Resources Officer, Internal Auditors and the Board of Directors, as the case may be, to mitigate any potential conflict which may hamper our Company's interest.
- The Directors and Key Managerial Personnel on an annual basis declare material interest (whether direct, indirect or on behalf of third parties) in any transaction or matter directly affecting our Company.
- Directors abstain from agenda items at the Board/Committee meetings in which they are interested or are deemed to be interested.

Click here to learn more

STAKEHOLDERS AND CORPORATE GOVERNANCE

Our stakeholders uphold accountability and ensure we act responsibly and ethically. Their engagement helps maintain transparency and supports our commitment to long-term sustainability. We remain focused on serving stakeholder interests through a consistent, value-driven approach that guides our decisions and reinforces trust in our operations.

GOVERNANCE

Supplier engagement

We uphold responsible sourcing practices through our Code of Conduct for Business Partners and Responsible Procurement Policy. To enable a sustainable supply chain, we actively engage with our value chain partners through various initiatives such as training programmes, courses, meetings, forums, and seminars.

Read more at Page 171

Employee welfare

We invest in our people with long-term wealth creation opportunities and inclusive benefits. Our Employee Stock Ownership Plan (ESOP) incentivises growth, recognises performance, and enhances retention, ensuring that our success is shared with those who make it possible.

Read more at Page 209

CULTURE OF INTEGRITY

Our approach to ethical conduct is proactive and firm. Through policies such as our CoC, Whistle-Blower Policy, and anti-bribery and gifting norms, we foster a culture of openness, transparency, and accountability. All employees and their immediate family members are prohibited from accepting or offering gifts or favours to vendors, suppliers, or competitors. We maintain a zero-tolerance stance towards any breach of ethics and are committed to safeguarding data, preventing fraud, and upholding human rights.

Zero
Confirmed cases of corruption^

Whistle-Blower policy

We foster a culture of integrity by encouraging ethical behaviour across all our operations. Our Whistle-Blower Policy provides a formal, accessible framework for stakeholders, including Directors, employees, and business associates, to raise concerns regarding suspected unethical behaviours.

Our Company's Whistle-Blower Policy

a. Provides stakeholders a framework and formal mechanism whereby concerns can be raised;

b. Encourages all stakeholders to make protected disclosures of incidents of unfair, fraudulent practices, abuse or misconduct or malpractices in relation to our Company to the Ethics Committee or the Investigating Officer or Chairperson of the Audit Committee, as the case may be; and

c. Protects those who report such irregularities or unfair practices including instances of leak of unpublished price sensitive information.

Through this policy, our Company aims to investigate and take such necessary actions as are required, in both letter and spirit for all the reported complaints thereby promoting transparency and accountability.

Click here to learn more

DATA PRIVACY

We recognise the critical importance of data privacy in today's digital-first environment. Asian Paints has implemented a robust, Company-wide data protection framework anchored in legal and security best practices to safeguard stakeholder information.

Our network architecture is fortified with advanced cyber defence tools, including Data Classification, Digital Rights Management (DRM), and Data Leakage Prevention (DLP) systems, embedded across devices, emails, and file-sharing platforms to minimise the risk of accidental data exposure. All content are tagged and secured according to sensitivity, ensuring appropriate access and control.

We also conduct regular ransomware simulations and employ industry-standard antivirus protocols across all endpoints. Our cyber programme is assessed annually and benchmarked for maturity and preparedness. Through these efforts, we continue to uphold and ensure resilience in an evolving risk landscape.

In preparation for the upcoming implementation of the Digital Data Protection Act, 2023, the Company has thoroughly assessed the flow of personal data at the functional level, along with its mapping, policies, procedures, and IT infrastructure. Based on this evaluation, a roadmap for compliance with the Act has been created. Furthermore, employees across different functions have been trained on the Act's provisions and requirements.

Zero
Major observations and non-conformance received in our ISO 27001 audits

^GRI 205-3 Confirmed incidents of corruption and actions taken

TECHNOLOGY, INNOVATION AND DIGITISATION

We recognise the importance of technology and digitisation for our current and future success. We are committed to integrating the latest innovations in a way that aligns with our strategic objectives, ensuring the long-term sustainability of our business and promoting the cause of corporate governance. At Asian Paints, we leverage technology to enhance customer interactions, optimise partner collaborations, empower sales teams, streamline employee experiences, and enable data-driven decisions.

Our Company has taken multiple initiatives that has led to improvement in multiple areas of information and cyber security, like deploying information security standards in the software development lifecycle, maintaining minimum base line security standards on all our IT systems, controlled access to our Company's network and applications, and sensitising employees with best cyber security practices through our 'Kavach' programme.

We employ a leading Security Information Event Management (SIEM) tool with 24x7 monitoring. Integrated threat intelligence from various security agencies helps to detect and prevent any emerging cyber incidents. We also conduct VAPT and Red Team exercises to test our defence and prevention/ detection capabilities.

The regular updates on IT security initiatives are presented to the Board and its Committees, which are governed by an Information Security Council. The Risk Management Committee reviews the cyber security risks on a periodical basis.

ISO 27001:2022
Certified compliant

Rated as best in class for Information Security (at par with the BFSI industry) by a third-party agency

COMPLIANCE*

Our Company recognises the significance of adhering to legal, regulatory, and ethical obligations, understanding their impact on our operations and our accountability to all our stakeholders.

→Pg- 208

Ensuring tax compliance^

Operating across multiple jurisdictions, our Company upholds strict compliance with all applicable tax regulations, including income tax, GST, and customs duties. Our approach is proactive and structured—anchored in strong internal controls, periodic audits, and the strategic use of technology to streamline tax reporting and improve accuracy.

We maintain transparency in our tax disclosures and proactively engage with authorities to address queries, reinforcing our commitment to responsible and ethical business conduct. Our contribution to the exchequer in taxes in FY 2024-25 is ₹ 4,931.0 Crores.

*GRI 2-27 Compliance with laws and regulations

^GRI 207-2 Tax governance, control, and risk management

MANAGING RISKS

At Asian Paints, risk management is not a parallel function but an integral part of how we plan, operate, and grow. Our Risk Management Framework is structured to proactively identify, assess, and address both emerging and existing risks that could impact our business objectives. This is embedded within a culture that promotes risk awareness at every level of the organisation.

We collaborate closely with functional heads to ensure timely identification and mitigation of risks within their respective domains. Regular risk assessments, employee training, and open dialogue help maintain a high level of preparedness across the enterprise.

Our Risk Management Committee (RMC), chaired by an Independent Director, includes Independent and Non-Executive Directors, along with a member of the Senior Management. The RMC provides strategic oversight, ensures alignment with our risk appetite, and advises on mitigation strategies. It reviews policy implementation, monitors systemic adequacy, and ensures that high-impact risks are addressed with rigour and foresight.

Our approach

Our approach is governed by a Board-approved risk charter, supported by a well-defined risk management policy. This outlines our appetite and tolerance thresholds and enables a calibrated approach to both risk and opportunity. In FY 2024-25, the RMC convened three times to review existing practices, assess the effectiveness of mitigation strategies, and recommend enhancements. A materiality matrix is used to prioritise risks, each mapped to defined owners and controls under a structured governance model.

We actively monitor dynamic risks across PESTLE (Political, Economic, Social, Technological, Legal, Environmental) dimensions — including shifts in the macroeconomic, regulatory, technological, and competitive landscape. Notably, focused discussions this year were held around competitive strategy and talent-related risks, given their criticality to long-term growth. The RMC and the Board continue to assess evolving global developments that may affect our operations — such as demand volatility, tariff trends, and foreign exchange movements. The RMC reviews and discusses external factors and events impacting business, such as demand environment and competitive pressures. The Committee reviews key risk-related policies, including our Company's foreign exchange policy, and made strategic recommendations as necessary.

Aligned with ISO 31000

Our risk governance is benchmarked against ISO 31000 standards.

Risk management process

We have established a five-stage risk management process to streamline risk identification and ensure effective implementation of our Action Plan.

1. **Risk identification**
   Utilise 'top-down' and 'bottom-up' approaches to identify risks across the organisation
2. **Risk assessment**
   Analyse and assess identified risks to determine potential triggers and impacts
3. **Risk recording**
   Establish, prioritise, and document key risks in a structured manner
4. **Risk mitigation**
   Develop and implement action plans across businesses to mitigate identified risks
5. **Risk monitoring & reviewing**
   Monitor mitigation actions on an ongoing basis, with periodic reviews by the Board and RMC

Key Risk Indicators (KRIs) are vital metrics used to monitor potential risks that may affect our business objectives. They serve as early warning signals, allowing for proactive risk identification and mitigation.

Our KRIs cover a wide range of areas including financial performance, operational efficiency, compliance, cybersecurity, and market dynamics. By continuously tracking these indicators, we ensure timely intervention and effective risk mitigation.

We evaluate risks based on the following areas of impact:

- Financial objectives
- Overall strategy of Asian Paints
- Operations of Asian Paints
- Statutory non-compliance
- Damage to reputation
- Reporting objectives

Value at Risk (VaR)

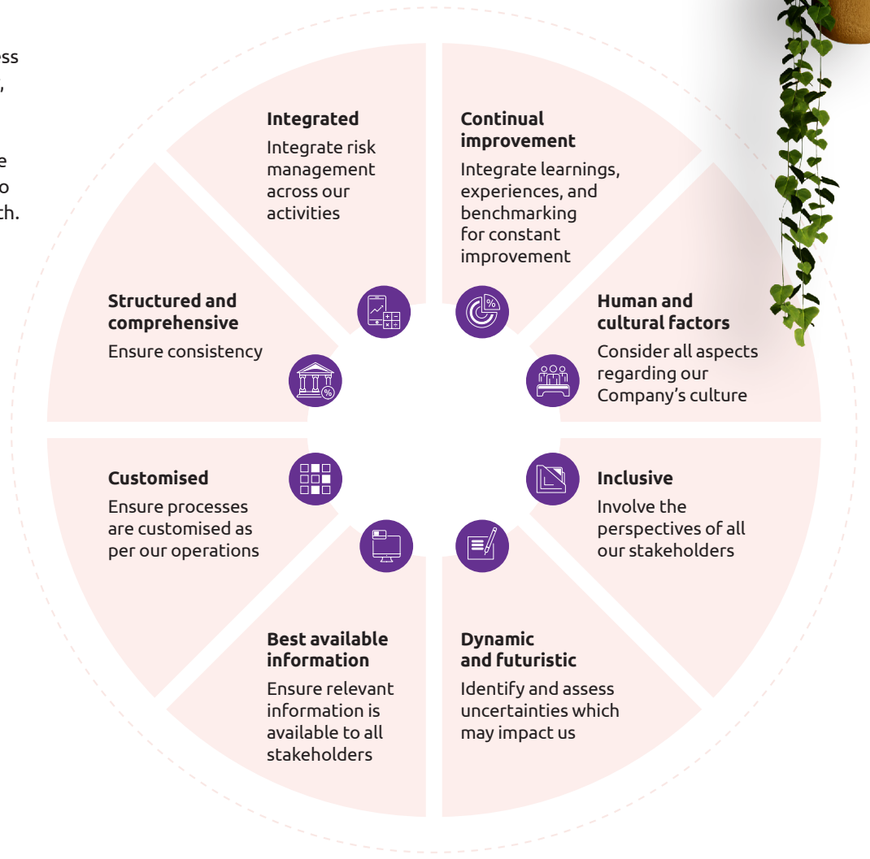
To support data-driven decision-making, we employ the Value at Risk (VaR) methodology — a statistical tool used to estimate the potential maximum loss in value across our businesses over a defined time horizon, under normal market conditions. By quantifying financial exposure, VaR enables us to better understand downside risk and incorporate it into strategic and operational planning.

Risk management in strategy setting

We co-created the AP Charter as a guiding framework for our objectives and values, forming the foundation for all risk management activities across the Company. In defining the AP Charter, we assessed a range of environmental uncertainties and emerging stakeholder expectations, which were also shared with the RMC. These factors, along with risks linked to the execution of our business plans, form the core set of risks that we review periodically with the RMC and communicate to the Board.

Enterprise risk management

Our Enterprise Risk Management (ERM) process helps manage uncertainty, strengthen governance, meet stakeholder expectations, and enhance organisational resilience to support sustainable growth. Our ERM framework is guided by eight key principles.



Risk matrix

Risks are categorised using a matrix with two axes and four tolerance quadrants. The horizontal axis includes endogenous factors (internal business factors) and exogenous factors (external events), while the vertical axis covers strategic and operational considerations.

	Endogenous	Exogenous
Strategic	1 People risk 2 New business complexities	1 Shifting consumer preferences 2 Competition risk 3 Climate risk 4 Reputation risk
Operational	1 Evolving regulatory landscape 2 Process and Product Technology 3 Safety risk 4 Fraud risk 5 Large capex execution and management	1 Counterfeit products 2 Information/Cyber Security risk

Critical risks and mitigation measures

All identified material topics are directly connected to the risks assessed by the RMC. Under the guidance of RMC, we have formulated comprehensive mitigation strategies to effectively address these risks.

These risks are linked to identified material topics:

Linkage to materiality matrix

- Consumer Delight
- Financial Performance
- Climate Change
- Biodiversity
- Supplier Sustainability
- Organisational Resilience
- Industrial Workforce Management
- Anti-Corruption and Anti-Bribery
- Product Stewardship
- Anti-Competitive Behaviour
- Toxic Emissions, Waste and Effluents
- Local Communities
- Influencer Management
- Technology, Innovation and Digitalisation
- Occupational Health, Safety and Well-Being
- End-of-life Management of Product and Packaging
- Consumer Health and Safety
- Business Ethics and Corporate Governance
- Water Management
- Responsible Supply Chain
- Policy Advocacy
- Diversity and Inclusion
- Human Rights
- Talent Management and Employee Engagement

No Change ↔ Decrease ↓ Increase ↑

Shifting consumer preferences ↔

Impact

Increase/Decrease in sales

Gain/Loss in market share

Description

Consumer preferences are shifting towards greener products, integrated solutions, niche offerings and socially responsible brands

Rationale for identifying as

Risk / Opportunity

Changing consumer preferences require us to adjust our products, creating both risks and opportunities in providing unique solutions

Mitigation strategies

- Focus on differentiated solutions such as Beautiful Home Painting Services. Target the home décor and services market through Beautiful Homes Studio, offering customised furniture, furnishings and lighting.
- Maintain a pipeline of cost-effective, consumer-specific new products.
- Explore unique products and technologies through patent landscaping, academic research, and competitor analysis to support new product development.
- Offer greener products with certified low-VOC, high durability, cool coatings, and other sustainable options.
- Partner to expand product and price offerings in the décor segment.
- Upgrade packaging with heritage-inspired designs that celebrate diverse cultures.

Linkage to materiality topics

GOVERNANCE

Competition

Impact
Increase/Decrease in sales

Gain/Loss in market share

Description
Migration of end consumers/dealers due to a higher number of choices

Rationale for identifying as
Risk
Loss of market share on account of increased competition

Opportunity
Upgrading consumers from the unorganised market to branded product offerings. Launch of differentiated solutions for consumers

Mitigation strategies
- Introduced differentiated products, new variants, and focused on ease of use and unique features.
- Launched décor and painting solutions to enhance customer experiences and stand out from competitors.
- Upgraded influencers and maintained engagement through training and schemes.
- Enhance brand presence and increase mind share by undertaking various marketing initiatives.
- Social media campaigns like 'Har Ghar Kuch Kehta Hai,' 'Where the Heart is,' and 'Mera Wala Mood' to connect with millions nationwide.
- Strengthened dealer relationships and ensured their profitable growth.

Linkage to materiality topics

Climate

Impact
Positive or negative impact on our operations

Description
Climate change-related impact on operations

Rationale for identifying as
Risk
Variations in climate conditions present heightened physical and transition risks, which, if not properly managed, could adversely impact business operations

Opportunity
Minimise the negative environmental impact of our operations and maximise the positive impact

Mitigation strategies
- Identifying and assessing climate-related physical and transitional risks in line with TCFD recommendations.
- Action on short-term and long-term mitigation plans for addressing the impact of climate change on the operations of our Company.
- Include climate change in our long-term strategies and decision-making.
- Focus on energy conservation, improving renewable energy footprint, using alternative water sources, and ensuring water neutrality, emission reduction across operations and logistics, engaging with our suppliers to reduce their emissions.
- Extended producer responsibility to manage risk.

Linkage to materiality topics

Reputation

Impact
Increase/Decrease in brand value and market capitalisation

Description
Positive or negative perceptions regarding our Company and our products/services can have implications on customer relations, revenues, and interactions with regulatory bodies

Rationale for identifying as:
Risk
Negative publicity from any news/reports arising out of any act/inaction by our Company

Opportunity
Improved brand presence and reputation through proactive engagement with stakeholders

Mitigation strategies
- Regularly engage with public relations agencies and influencers in accordance with established guidelines.
- Actively monitor feedback on social media and address concerns in a timely manner.
- Proactively resolve product complaints and aim to enhance customer satisfaction during the resolution process.
- Ensure product and service delivery as promised.
- Comply with all regulatory norms.
- Strengthen corporate governance norms, including adherence to the Code of Conduct.
- Ensuring transparency and making information on key matters available to relevant stakeholders through periodic updates.

Linkage to materiality topics

Evolving regulatory landscape

Impact
Penalties and other impact due to non-compliance

Description
Changes in current regulations or the emergence of new regulations may have an impact on our operations

Rationale for identifying as
Risk
Non-compliance and penalties may have a direct impact on our operations and cause financial stress

Mitigation strategies
- Prioritise adherence to existing regulations and maintain flexibility to adjust to new legislation promptly.
- Updated compliance checklists are used to track compliance on a real-time basis.
- Conduct reviews of all applicable compliance using a third-party compliance tool.
- Senior management and the Board review compliance on a quarterly basis.
- Maintain a well-governed compliance framework and controls.
- Engage actively with policymakers and trade associations.

Linkage to materiality topics

GOVERNANCE

Process and product technology

Impact
Significant decrease in cost

Description
Technology remains a major disruptor. The digital economy has changed how customers interact with industries. Advances in product and manufacturing technologies offer opportunities to enhance customer offerings efficiently and reliably

Rationale for identifying as
Opportunity
Product and manufacturing technologies continually provide opportunities to deliver efficient and reliable offerings to customers

Mitigation strategies
- Lead the industry with consumer-first innovations and products that cater to both the stated and unstated needs of consumers.
- Adopting Right First Time and 'Inemulatability' as core pillars during new product development.
- Maintain a robust pipeline of ideas for patenting and implementation.
- Regularly benchmark against global players and internationally granted patents in the paint and allied industries.
- Identify potential partners for tie-ups in areas where there are technology gaps in the product portfolio.
- Consciously invest in emerging digital technologies to create a first-mover advantage with a differentiated offering.
- Continuously scan for and adopt efficient and cutting-edge processing technologies at an early stage.

Linkage to materiality topics

Counterfeit products

Impact
Decrease in revenue

Description
Counterfeit and spurious products pose a widespread global challenge, impacting nearly every sector and causing significant losses to both industries and governments

Rationale for identifying as
Risk
Counterfeit and duplicate products pose a serious risk to the entire industry, leading to revenue loss, poor product performance, and reduced brand reliability

Mitigation strategies
- Collaboration among departments to identify leads related to counterfeit activity.
- Collaboration with agencies and local authorities across states to identify and address manufacturers of counterfeit products, including label printers, through regular inspections and legal actions.
- Enhancing anti-counterfeit measures in packaging.

Linkage to materiality topics

People

Impact
- Increase in diversity of thought through introduction of laterals
- Loss of talent

Description
Potential challenges and uncertainties associated with employees

Rationale for identifying as
Risk
Attrition of key talent impacting the succession pipeline

Opportunity
Introduction of lateral talent within the workforce and growth opportunities for existing employees

Mitigation strategies
- Identifying and developing the talent pipeline for all individuals in leadership positions.
- Focused on improving employee engagement through organisational listening.
- Functional academy for all new incumbents to cultivate necessary general and functional skills.
- Pegging remuneration and benefits in line with industry standards.
- Focus on creating a safer, more open, and inclusive culture through various initiatives.

Linkage to materiality topics

Safety

Impact
Increase in the number of incidents occurred

Description
Our manufacturing operations involve employees interacting with machinery and material handling equipment, presenting inherent risks of injury and potential exposure to hazardous materials or waste

Rationale for identifying as
Risk
Injury or occupational health hazard

Mitigation strategies
- Adherence to standards pertaining to OHS, our Company's EHS policy, and the highest operational standards for handling hazardous materials.
- Continuous engagement with suppliers to identify any new threats or better options to mitigate risks.
- Periodic risk assessments using quantitative methods and closure of action plans arising from such assessments.
- Plant design adhering to inherent safe design based on various applicable standards, adopting Process Safety as a disciplined framework, and ensuring closed-loop handling of hazardous materials.
- Having a comprehensive Emergency Response Plan (ERP) in place.
- Continuous progress in the Behaviour Based Safety journey across all plants.

Linkage to materiality topics

GOVERNANCE

Fraud

Impact
Financial loss

Description
Financial loss and reluctance to report fraud

Rationale for identifying as
Risk
Frauds lead to financial losses and strain on control systems

Mitigation strategies
- Awareness sessions/training to encourage reporting of fraud and malpractices; new e-module released for online training.
- Weekly reminders through 'CoC Compass – Make the Wise Choice' to guide employees on decisions in case of dilemmas.
- Investigations and disciplinary actions; investigation guidelines defined.
- Stringent actions against erring employees/entities involved.
- Strengthening the fraud detection mechanism and conducting periodic fraud risk assessments (FRA) through the Fraud Risk Management governance framework.

Linkage to materiality topics

Information/cyber security

Impact
Leakage of information

Description
Threats from external cyber-attacks/ hacking and internal leakage/modification of information, or failure to protect information

Rationale for identifying as
Risk
Loss of sensitive and confidential information and its impact on the reputation of our Company

Mitigation strategies
- 5-level architecture in place to curb information and cyber security risk – Data Centre, Network, Application, Device, and User Security.
- Implementation of a Data Loss Prevention tool to prevent data breaches and monitor information sharing based on document classification protocols.
- Cyber Program Maturity (CPM) assessment by an external agency.
- Vulnerability assessment done on a regular basis to identify weaknesses.
- Investment in contemporary IT tools like firewalls, VPNs, identity management, email security, antivirus, etc. to ensure adequate protection of underlying data.
- Campaign by the name 'Kavach' has been popularised across our Company for all information security initiatives and risks.
- Periodic audits to ensure adherence to the processes.

Linkage to materiality topics

New business complexities

Impact
Financial loss

Description
Tackling complexities of new business:
- Requirement of unique technical expertise
- Managing different sets of raw materials and their safety requirements
- Compliance with new laws and regulations

Rationale for identifying as
Risk
Difficulty in managing issues due to lack of experience in the new business, leading to delayed commencement or financial loss

Mitigation strategies
- Engaging with external advisors for niche roles with relevant knowledge and experience.
- Involving technical and safety experts from the plant design stage to ensure safety-related risks are minimised.
- Involving experts to ensure all compliances are adhered to.
- Providing specific training related to products, processes, and technology to equip employees to deal with the complexities of the new business.

Linkage to materiality topics

Large capex execution and management

Impact
- Delay in completion
- Cost overrun
- Safety incidents

Description
- Delay in commissioning due to design changes/rework, vendor delays, manpower constraints, and other unforeseeable reasons, or an increase in capex costs due to delays or other factors.
- Safety incidents that cause harm to people, property and interrupt operations

Rationale for identifying as
Risk
Overrun in the budgeted capital expenditure and timeline and safety incidents

Mitigation strategies
- Desired outcomes are identified, and timelines are aligned before starting any capex project.
- Periodic progress reports are prepared along with the Project Management team to track spending against the budget.
- Safety inputs are incorporated at the design stage.
- Maintenance of Safety Manual with detailed steps and precautions.
- Failure Mode and Effects Analysis (FMEA) and Hazard and Operability (HAZOP) studies are conducted to identify risks to personnel, equipment or operations.
- Implementing permit system for evaluating situations before critical operations.
- An on-ground Safety team is available at the construction site, comprising a construction safety engineer from the contractor's side and an Asian Paints safety executive.

Linkage to materiality topics

GOVERNANCE

Residual risks

While we aim to mitigate risks within the defined appetite, certain low-probability but high-impact events — such as natural disasters, macroeconomic shocks, or geopolitical disruptions — may exceed those thresholds. These residual risks, though less predictable, are actively monitored, and we continue to strengthen our systems and responses to minimise their potential impact.

Emerging risks

Our Company remains alert to evolving risks that may not yet be fully quantifiable but hold potential implications for our operations. Among the uncertainties identified by our Management are foreign exchange volatility, global supply chain disruptions, regional political instability, and international trade tensions, among others. Wherever necessary, proactive measures are being implemented to mitigate the impact of these uncertainties and unlock potential opportunity.

Business Continuity Plan

We have established a structured and responsive Business Continuity Plan (BCP) to ensure operational resilience in the face of major disruptions. The BCP is regularly updated and includes the following components:

- **Risk/Scenario identification:** Mapping potential risk events and disruption scenarios across critical functions.
- **Business impact analysis:** Assessing operational and financial consequences of disruption.
- **Solution design and Implementation plan:** Defining contingency protocols and mitigation measures tailored to each scenario.
- **Train and maintain:** Conducting regular drills and simulation exercises to validate response readiness and build institutional familiarity

SUSTAINABLE SUPPLY CHAIN MANAGEMENT@

Target 2025

Proactive engagement with value chain partners to educate, empower, and align them with our ESG commitments

Achieved Unfulfilled

As part of our journey towards becoming a future-ready, ESG-aligned organisation, Asian Paints recognises its supply chain as a vital driver of sustainable value creation. Over the past few years, we have consistently strengthened our approach to Sustainable Supply Chain Management (SSCM), aligning with global best practices and reaffirming our commitment to environmental stewardship, social responsibility, and ethical governance.

During the year, we reinforced existing frameworks and introduced new measures to enhance supply chain sustainability.

Our Sustainable Supply Chain framework is anchored in the core ESG principles. It is guided by globally recognised sustainability standards, including the United Nations Global Compact principles, International Labour Organisation conventions, GRI standards, ISO 26000, and Coalition for Environmentally Responsible Economies principles. This framework enables us to implement targeted sustainability interventions at various stages of supplier engagement, based on a structured assessment of supplier maturity.

We expect all suppliers to comply fully with applicable laws and proactively mitigate environmental risks arising from their operations and products. Our vendor selection and onboarding process involves a mandatory evaluation based on ESG parameters. This includes adherence to environmental regulations, possession of valid consents and authorisations, availability of environmental policies and management systems, and a self-declaration on key human rights principles. In FY 2024–25, a total of 58 suppliers were onboarded following this rigorous evaluation process.

The implementation of our supplier engagement plan - Samaveta - has emerged as a key enabler. This programme supports the integration of sustainability practices through tools such as Self-Declaration Forms (SDFs), Samaveta Academy, and on-site or virtual assessments including those by third-party expert agency.

Sustainable supply chain		
Types of suppliers	**Process**	**Tools**
All suppliers	Acknowledge Code of Conduct for Business Partners	Supplier outreach
	ESG criteria in new supplier screening	Supplier onboarding
	Samaveta Academy - Capacity building on ESG	Samaveta
Critical suppliers*	Self-Declaration Forms - Capturing ESG performance in terms of maturity and impact	
	Comprehensive Site Assessment	

Foundation: Code of Conduct for Business Partners (COC-BP) & Responsible Procurement Policy

*Business partners that fall in the top quartile (75%) of value by spend or suppliers having a significant ESG footprint.

Key highlights

	FY 2022-23	FY 2023-24	FY 2024-25
Partners acknowledged the Code of Conduct for Business Partners (No.)	1,279	2,793	3,188
Raw and packing material suppliers acknowledged Code of Conduct for Business Partners (% of spend)	>65%	>90%	>90%
Vendor selection and onboarding on ESG criteria	100%	100%	100%
Capacity building of business partners (% spend)	-	-	12%
Partners assessed through SDFs	-	77%	81%
Site/virtual assessment (% of spend)	-	-	20%

75%
of suppliers are working on their environmental footprint

71%
of suppliers have human rights policies or position statements

69%
of suppliers have anti-bribery & anti-corruption policy/ position statement

@GRI 2-6 Activities, value chain and other business relationships

@GRI 308-2 Negative environmental impacts in the supply chain and actions taken

AWARDS AND RECOGNITION

- Asian Paints won the **Outstanding Performance Excellence 2024 award** at CCI's Operational Excellence awards event in Belgium in recognition of performance excellence achieved by driving significant improvement results

- Asian Paints won the **Excellence in Manufacturing Process award**, instituted by UBS Forums

- Asian Paints' **Khandala plant** was honoured with **Gold award** and second runner-up at the 7th CII IQ National Safety Practice Competition for **Project PARIVARAN – BBS Journey**

- Asian Paints' **Sriperumbudur plant** bagged 2 Gold awards in the **Control Type category** at the CII National Level Competition

- Asian Paints' **Mysuru plant** secured a total of 8 Silver and 6 Bronze awards at the **Quality Circle Forum of India Kaizen Competition**

- Asian Paints' **Vizag plant won**
  - Golden Peacock Award for **Occupational Health & Safety 2024**
  - Platinum, Gold and Silver awards in **CII Low-Cost Automation**
  - Golden award at the **CII Kaizen Competition**

- Asian Paints recognised as **NEXT LEADER** by Indian Corporate Governance Scorecard 2024 assessment by IiAS

- Asian Paints rated as the **8th Most Valuable Brand in India** (Complied by brand equity research expert Kantar)

- Asian Paints was recognised with the Gold award by MTA - Marketech Asia for **Best Use of Customer Engagement Platform in APAC**

- At EMVIES 2025, Asian Paints won Gold for **Best Media Innovation** and '**Asian Paints Project Sparsh- Art Beyond Sight**' won Bronze under EMVIE for Good

- '**Asian Paints Royale Glitz Spotlight of India**' won 3 awards at Prime Time Awards categories
  - Best Use of Entertainment Channel
  - Best Use of TV to Create Awareness
  - Best Integration of Brand & Movie

- Asian Paints' **Rohtak plant** was recognised for **Lowest Accident Frequency rate in Haryana by** Labour Department, Government of Haryana

- Asian Paints Shared Services won **'Best Shared Service Team of the Year'**, instituted by UBS Forums

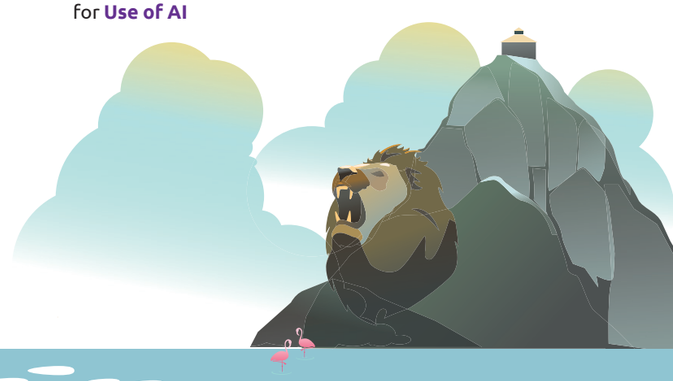
- Asian Paints received 3 prestigious accolades under 'FICCI Chemicals and Petrochemicals Awards 2024' - **Sustainability leader of the year, Make in India Champion of the Year & Best Green Product** (under chemicals segment).

- '**Asian Paints SmartCare Monsoon Mushaira**' won Gold at ET Trendies for Use of YouTube

- '**Asian Paints Royale Glitz Tribute to West Bengal**' won Silver at ET Brand Disruption for Festive & Seasonal Marketing

- Asian Paints won Bronze at ET Digi+ for **Use of MarTech**

- Asian Paints won Bronze at ET Brand Equity Martech for **Use of AI**



Standalone

(₹ in Crores except per share data, number of employees, number of shareholders and ratios)

RESULTS FOR THE FINANCIAL YEAR	2024-25	2023-24^	2022-23	2021-22	2020-21**	2019-20**	2018-19~	2017-18$	2016-17$	2015-16$
INCOME STATEMENT										
Revenue from sale of products and services (Net Sales)	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	11,643.1
Other operating revenue	131.5	133.2	125.3	186.4	236.8	168.5	182.3	230.4	198.3	187.2
Revenue from Operations	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	11,830.3
Growth Rates (%)	(5.4%)	3.8%	19.4%	36.0%	7.7%	4.9%	15.8%	11.2%	7.5%	1.6%
Materials Cost	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	6,584.9
% to Net Sales	57.1%	56.2%	61.2%	62.4%	55.2%	55.8%	58.1%	57.3%	55.4%	56.6%
Gross Margin (Net Sales - Material Cost)	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	5,058.2
Gross Margin % to Net Sales	42.9%	43.8%	38.8%	37.6%	44.8%	44.2%	41.9%	42.7%	44.6%	43.4%
Gross Contribution (Revenue from Operations - Material Cost)	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	5,245.5
Gross Contribution % to Revenue from Operations	43.2%	44.0%	39.1%	38.0%	45.5%	44.7%	42.6%	43.6%	45.4%	44.3%
Overheads	7,208.5	6,711.3	5,930.4	4,991.8	3,941.6	3,831.4	3,476.4	3,250.5	3,107.9	2,768.5
Operating Profit (EBITDA)	6,322.4	7,865.7	6,338.5	5,039.7	4,858.8	4,214.1	3,789.6	3,198.0	2,971.0	2,726.4
Finance Costs	143.8	124.1	93.1	70.3	71.7	78.4	78.6	21.1	18.9	23.4
Depreciation and Amortisation Expense	901.9	742.9	755.8	721.6	697.5	690.0	540.8	311.1	295.4	234.5
Profit Before Tax and Exceptional items	5,276.8	6,998.7	5,489.6	4,247.9	4,089.7	3,445.7	3,170.3	2,865.8	2,656.7	2,468.5
% to Net Revenue from Operations	17.9%	22.4%	18.3%	16.9%	22.1%	20.0%	19.3%	20.2%	20.9%	20.9%
Growth Rates (%)	(24.6%)	27.5%	29.2%	3.9%	18.7%	8.7%	10.6%	7.9%	7.6%	26.8%
Exceptional item	(379.6)	-	-	(53.7)	-	(33.2)	-	-	-	(65.4)
Profit Before Tax and after Exceptional items	4,897.2	6,998.7	5,489.6	4,194.1	4,089.7	3,412.5	3,170.3	2,865.8	2,656.7	2,403.1
% to Net Revenue from Operations	16.6%	22.4%	18.3%	16.7%	22.1%	19.8%	19.3%	20.2%	20.9%	20.3%
Profit After Tax	3,584.9	5,315.0	4,100.2	3,134.7	3,051.8	2,653.5	2,132.2	1,894.8	1,801.7	1,622.8
Return on average capital employeed (ROCE) (%)	28.4%	41.2%	38.0%	33.5%	38.1%	37.8%	38.4%	38.7%	40.9%	45.0%
Return on average net worth (RONW) (%)	19.2%	31.4%	28.3%	24.6%	28.3%	29.0%	25.6%	25.4%	27.7%	32.0%
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	18,887.6	18,192.7	15,489.6	13,253.2	11,993.3	9,356.2	8,747.0	7,702.2	6,998.8	5,829.8
Borrowings	73.9	192.0	93.8	19.6	27.4	31.3	13.5	14.9	17.1	38.0
Tangible Fixed Assets and Intangible Assets (incl. Right-of-Use Assets)	8,316.8	8,055.1	5,620.7	4,779.4	4,882.0	5,237.5	5,400.5	3,960.4	2,824.4	2,721.8
Investments	6,043.5	5,471.0	4,911.7	3,810.6	5,179.3	2,496.5	2,964.0	2,577.3	2,913.6	2,796.6
Debt-Equity Ratio	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	0.01:1
Market Capitalisation	224,232	273,060	264,897	295,428	243,387	159,850	143,180	107,469	102,970	83,297
PER SHARE DATA										
Basic Earnings Per Share (EPS) (₹)*	37.4	55.4	42.8	32.7	31.8	27.7	22.2	19.8	18.8	16.9
Diluted Earnings Per Share (EPS) (₹)*	37.4	55.4	42.8	32.7	31.8	27.7	22.2	19.8	18.8	16.9
Dividend (%)	2480.0%	3330.0%	2565.0%	1915.0%	1785.0%	1200.0%	1050.0%	870.0%	1030.0%	750.0%
Dividend Payout Ratio (%)	60.0%#	60.0%	60.0%	58.6%	56.1%	51.1%	56.7%	53.0%	53.1%	53.4%
Book Value (₹)	197.9	190.7	162.5	139.2	126.0	98.5	92.2	81.3	74.0	61.8
OTHER INFORMATION										
Number of Employees	11,111	9,482	8,056	7,423	7,134	6,751	6,456	6,238	6,156	6,067
Number of Shareholders	1,254,977	1,148,193	1,129,040	987,176	522,165	315,626	220,538	191,561	202,988	165,986

* 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 Ind AS 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.

Dividend payout ratio is before adjusting exceptional item

Consolidated

(₹ in Crores except per share data and ratios)

RESULTS FOR THE FINANCIAL YEAR	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19~	2017-18$	2016-17$	2015-16$
INCOME STATEMENT										
Revenue from sale of products and services (Net Sales)	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	14,083.2
Other operating revenue	108.3	112.6	120.8	177.8	227.6	162.9	177.8	224.0	189.5	179.9
Revenue from Operations	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	14,263.2
Growth Rates (%)	(4.5%)	2.9%	18.5%	34.0%	7.4%	5.0%	14.3%	11.0%	6.3%	0.6%
Material Cost	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	8,041.3
% to Net Sales	57.7%	56.8%	61.6%	63.3%	56.3%	56.8%	59.1%	58.4%	56.3%	57.1%
Gross Margin (Net Sales - Material Cost)	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	6,041.9
Gross Margin % to Net Sales	42.3%	43.2%	38.4%	36.7%	43.7%	43.2%	40.9%	41.6%	43.7%	42.9%
Gross Contribution (Revenue from Operations - Material Cost)	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	6,221.8
Gross Contribution % to Revenue from Operations	42.4%	43.4%	38.7%	37.1%	44.3%	43.7%	41.4%	42.4%	44.4%	43.6%
Overheads	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	3,452.7
Operating Profit (EBITDA)	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	2,982.5
Finance Costs	227.0	205.2	144.5	95.4	91.6	102.3	105.3	35.1	30.0	40.7
Depreciation and Amortisation Expense	1,026.3	853.0	858.0	816.4	791.3	780.5	622.1	360.5	334.8	275.6
Profit Before Tax and Exceptional items (including share of profit of associate)	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	2,699.7
% to Revenue from Operations	16.1%	20.7%	16.6%	14.8%	19.8%	18.0%	17.2%	18.2%	19.3%	18.9%
Growth Rates (%)	(25.6%)	28.1%	33.3%	0.0%	18.4%	9.7%	7.9%	4.6%	8.7%	28.3%
Exceptional items	(363.1)	-	(48.9)	(115.7)	-	-	-	-	-	(52.5)
Profit Before Tax and after Exceptional items	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	2,647.3
% to Revenue from Operations	15.1%	20.7%	16.5%	14.4%	19.8%	18.0%	17.2%	18.2%	19.3%	18.6%
Profit for the year (after Tax and Minority interest)	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	1,745.2
Return on average capital employed (ROCE) (%)	25.1%	39.7%	35.6%	29.6%	35.4%	34.4%	34.1%	34.8%	37.6%	40.5%
Return on average net worth (RONW) (%)	18.8%	31.0%	27.4%	22.8%	27.4%	27.6%	24.1%	25.5%	27.5%	28.9%
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	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	6,428.9
Borrowings	898.2	1,146.3	1,016.7	779.1	353.8	361.6	629.2	533.4	560.3	323.3
Tangible Fixed Assets and Intangible Assets (incl. Right-of-Use Assets)	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	3,371.2
Investments	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	2,712.1
Debt-Equity Ratio	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	0.05 : 1
PER SHARE DATA										
Basic Earnings Per Share (EPS) (₹)*	38.3	56.9	42.8	31.6	32.7	28.2	22.5	21.3	20.2	18.2
Diluted Earnings Per Share (EPS) (₹)*	38.2	56.9	42.8	31.6	32.7	28.2	22.5	21.3	20.2	18.2
Book Value (₹)	202.2	195.2	166.7	144.0	133.5	105.6	98.7	87.7	79.3	68.0

* EPS calculated on Net Profit (including share of profit of associate) 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 Ind AS 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)

STATUTORY REPORTS & FINANCIAL STATEMENTS

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Notice

Asian Paints Limited

CIN: L24220MH1945PLC004598
Registered Office: 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India
Email: investor.relations@asianpaints.com; **Website:** www.asianpaints.com
Phone No.: (022) 6218 1000

NOTICE is hereby given that the **SEVENTY-NINTH ANNUAL GENERAL MEETING** of Asian Paints Limited ("the Company") will be held on **Thursday, 26th June 2025** at **11.00 a.m. IST** through video conference or other audio visual means, to transact the following business. The venue of the meeting shall be deemed to be the Registered Office of the Company at 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India.

Ordinary Business:

1. To receive, consider, and adopt the:

   (A) audited standalone financial statements of the Company for the financial year ended 31st March 2025 together with the reports of the Board of Directors and Auditors thereon; and

   (B) audited consolidated financial statements of the Company for the financial year ended 31st March 2025 together with the report of Auditors thereon and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT the audited standalone financial statements of the Company for the financial year ended 31st March 2025 together with the reports of the Board of Directors and Auditors thereon, as circulated to the members, be and are hereby approved and adopted.

   RESOLVED FURTHER THAT the audited consolidated financial statements of the Company for the financial year ended 31st March 2025 together with the report of the Auditors thereon, as circulated to the members, be and are hereby approved and adopted."

2. To declare the final dividend on equity shares for the financial year ended 31st March 2025 and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT approval be and is hereby accorded for declaration and payment of final dividend of ₹ 20.55 (Rupees twenty and paise fifty-five only) per equity share of the face value of ₹ 1 (Rupee One) each fully paid up, of the Company, as recommended by the Board of Directors for the financial year ended 31st March 2025."

3. To appoint a Director in place of Mr. Malav Dani (DIN: 01184336), who retires by rotation and being eligible, offers himself for re-appointment and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to Section 152 and other applicable provisions of the Companies Act, 2013 and Rules made thereunder (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force) read with Article 107 of the Articles of Association of the Company, Mr. Malav Dani (DIN: 01184336), who retires by rotation at this ensuing Annual General Meeting of the Company, and being eligible, seeks re-appointment, be and is hereby re-appointed as a Non-Executive Director of the Company, liable to retire by rotation, on such remuneration as may be recommended by the Board of Directors from time to time which shall be within the maximum limits as approved by the shareholders of the Company."

Special Business:

4. To appoint Mr. Ashish Choksi (DIN: 00059132) as a Non-Executive Director of the Company and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to Sections 152, 161, and other applicable provisions of the Companies Act, 2013 ('the Act') read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force) and the Articles of Association of the Company, Mr. Ashish Choksi (DIN: 00059132), who was appointed by the Board of Directors of the Company, based on the recommendation of the Nomination and Remuneration Committee, as an Additional and Non-Executive Director of the Company with effect from 1st April 2025 and who holds office up to this Annual General Meeting, and in respect of whom the Company has received a notice in writing under Section 160 of the Act, be and is hereby appointed as a Non-Executive Director of the Company, liable to retire by rotation, on such remuneration as may be recommended by the Board of Directors from time to time which shall be within the maximum limits as approved by the shareholders of the Company.

   RESOLVED FURTHER THAT the Board of Directors and/or the Company Secretary of the Company, be and are hereby authorised to settle any question, difficulty, or doubt, that may arise in giving effect to this resolution and to do all such acts, deeds, and things as may be necessary, expedient, and desirable for the purpose of giving effect to this resolution and for matters concerned or incidental thereto."

5. To appoint Dr. K. R. Chandratre, a Practicing Company Secretary (FCS No.: 1370; CP No.: 5144 & Peer Review Certificate No.: 1206/2021), as the Secretarial Auditor of the Company and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to Section 204 and other applicable provisions, if any, of the Companies Act, 2013, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, Regulation 24A of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), and based on the recommendation of the Audit Committee and the Board of Directors of the Company, Dr. K. R. Chandratre, Practicing Company Secretary (FCS No.: 1370; CP No.: 5144 & Peer Review Certificate No.: 1206/2021), be and is hereby appointed as the Secretarial Auditor of the Company, for a term of five consecutive years from financial year 2025-26 to financial year 2029-30, on such annual remuneration plus applicable taxes and reimbursement of out-of-pocket expenses as shall be fixed by the Board of Directors of the Company in consultation with the Secretarial Auditor.

   RESOLVED FURTHER THAT the Board of Directors and/or the Company Secretary of the Company, be and are hereby authorised to settle any question, difficulty, or doubt, that may arise in giving effect to this resolution and to do all such acts, deeds, and things as may be necessary, expedient, and desirable for the purpose of giving effect to this resolution and for matters concerned or incidental thereto."

6. To ratify the remuneration payable to Joshi Apte & Associates, Cost Accountants (Firm Registration No.: 000240), Cost Auditors of the Company for the financial year ending 31st March 2026 and, in this regard, to consider and if thought fit, to pass the following resolution as an **Ordinary Resolution:**

   "RESOLVED THAT pursuant to Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014 (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force), the remuneration payable to Joshi Apte & Associates, Cost Accountants (Firm Registration No.: 000240), who were appointed by the Board of Directors as the Cost Auditors of the Company, based on the recommendation of the Audit Committee, to audit the cost records of the Company for the financial year ending 31st March 2026, amounting to ₹ 10,50,000 (Rupees ten lakhs and fifty thousand only) plus applicable taxes and reimbursement of out-of-pocket expenses at actuals, if any, incurred in connection with the audit, be and is hereby ratified.

   RESOLVED FURTHER THAT the Board of Directors and/or the Company Secretary of the Company, be and are hereby authorised to settle any question, difficulty, or doubt, that may arise in giving effect to this resolution and to do all such acts, deeds, and things as may be necessary, expedient, and desirable for the purpose of giving effect to this resolution and for matters concerned or incidental thereto."

By Order of the Board of Directors
of **Asian Paints Limited**

R J Jeyamurugan
CFO & Company Secretary

Mumbai, 8th May 2025

Registered Office:
6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India

Notes:

1. An Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ('the Act'), in respect of business to be transacted at the 79th Annual General Meeting ("AGM"), as set out under Item Nos. 4, 5, and 6 above and the relevant details of the Directors as mentioned under Item Nos. 3 and 4 above as required by Regulation 36(3) of the Securities and Exchange Board of India ("SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations') and as required under Secretarial Standard on General Meetings ("SS-2") issued by the Institute of Company Secretaries of India, is annexed hereto.
2. In accordance with the provisions of the Act, read with the Rules made thereunder and General Circular No. 09/2024 dated 19th September 2024 issued by the Ministry of Corporate Affairs ("MCA"), Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated 3rd October 2024 issued by SEBI and such other applicable circulars issued by MCA and SEBI ('the Circulars'), companies are allowed to hold AGM through video conference or other audio visual means ("VC/OAVM") upto 30th September 2025, without the physical presence of members at a common venue. Accordingly, the AGM of the Company is being held through VC/OAVM, and video recording and transcript of the same shall be made available on the website of the Company. National Securities Depository Limited ("NSDL") will be providing facility for voting through remote e-Voting, for participation in the AGM through VC/OAVM and e-Voting during the AGM.
3. As the AGM will be conducted through VC/OAVM, the facility for appointment of proxy by the members is not available for this AGM and hence, the proxy form is not annexed to this Notice. Further, attendance slip including route map is not annexed to this Notice.
4. Members attending the AGM through VC/OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
5. The Company, in compliance with the Listing Regulations will be webcasting the proceedings of the AGM on NSDL's website. Members can view the proceedings by logging on the e-Voting website of NSDL at www.evoting.nsdl.com using their secure login credentials. The link will be available in the shareholder login where EVEN (133828) of the Company will be displayed.
6. Authorised representatives of the Institutional Shareholders/Corporate Members intending to participate in the AGM pursuant to Section 113 of the Act, are requested to send to the Company, a certified copy (in PDF/JPG format) of the relevant Board Resolution/Authority Letter, etc. authorising them to attend the AGM, by email to investor.relations@asianpaints.com.

   Institutional Shareholders/Corporate Members (i.e., other than individuals, HUF, NRI, etc.) are requested to upload their Board Resolution/Power of Attorney/Authority Letter by clicking on 'Upload Board Resolution/Authority Letter' displayed under 'e-Voting' tab in their login or send a scanned copy (PDF/JPG format) of the relevant Board Resolution/Authority letter, etc. with attested specimen signature of the duly authorised signatory(ies) who are authorised to vote, to the Scrutinizer at asianpaints.scrutinizer@asianpaints.com with a copy marked to evoting@nsdl.com.

Process for dispatch of the Integrated Annual Report and registration of email address for obtaining a copy of the same

7. In compliance with the Circulars, Notice of the AGM along with the Integrated Annual Report for the financial year 2024-25 is being sent only through electronic mode to those members whose email addresses are registered with the Company/Registrar & Share Transfer Agent ("RTA") & Depository Participant ("DPs"). Further, a letter providing a weblink and QR code for accessing the Notice of the AGM and Integrated Annual Report for the financial year 2024-25 will be sent to those shareholders who have not registered their email address.

   In case any Member is desirous of obtaining physical copy of the Integrated Annual Report for the financial year 2024-25 and Notice of the AGM of the Company, may send a request to the Company at investor.relations@asianpaints.com mentioning their DP ID and Client ID/folio no. or raise a service request with MUFG Intime India Private Limited (formerly Link Intime India Private Limited), Company's RTA at https://web.in.mpms.mufg.com/helpdesk/Service_Request.html.

   Members may note that the Notice of the AGM and the Integrated Annual Report for the financial year 2024-25 will also be available on:

   a. the Company's website at www.asianpaints.com,
   b. websites of the Stock Exchanges on which the equity shares of the Company are listed i.e., BSE Limited at www.bseindia.com and National Stock Exchange of India Limited at www.nseindia.com; and
   c. the website of NSDL at www.evoting.nsdl.com.
8. If your email address is not registered with the DPs (for shares held in demat form)/Company or RTA (for shares held in physical form), you may register the same on or before 5.00 p.m. IST on Wednesday, 18th June 2025 to receive this Notice of the AGM along with the Integrated Annual Report for the financial year 2024-25 by completing the process as under:

   a. Visit the link https://web.in.mpms.mufg.com/EmailReg/Email_Register.html.
   b. Select the name of the Company 'Asian Paints Limited' from the dropdown.
   c. Enter details in respective fields such as DP ID and Client ID (for shares held in demat form)/folio no. and certificate no. (for shares held in physical form), shareholder name, PAN, mobile no., and email address.
   d. Click on continue button.
   e. System will send One Time Password ("OTP") on the mobile no. and email address.
   f. Click on verify OTP.
   g. Enter OTP received on mobile no. and email address and click on submit.

   After successful submission of the email address, NSDL will email you a copy of this AGM Notice along with the Integrated Annual Report for the financial year 2024-25. In case of any queries, members may write to NSDL at evoting@nsdl.com or raise a service request with RTA at https://web.in.mpms.mufg.com/helpdesk/Service_Request.html.
9. Members seeking any information with regards to any matter to be placed at the AGM, are requested to write to the Company at investor.relations@asianpaints.com.

Procedure for joining the AGM through VC/OAVM

10. Members may note that the VC/OAVM facility allows participation of at least 1,000 members on a first-come-first-served basis and shall open 30 minutes before the time scheduled for the AGM.
11. Members will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access the same by following the steps mentioned at note no. 17(e). After successful login, members can click on the link 'VC/OAVM link' placed under the 'Join Meeting' tab against the Company name. The link for VC/OAVM will be available in the Shareholder/Member login where the EVEN (133828) of the Company will be displayed.
12. Members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in this Notice.
13. Members who need assistance before and during the AGM, can contact Mr. Amit Vishal, Deputy Vice President, NSDL, or Ms. Pallavi Mhatre, Senior Manager, NSDL, at evoting@nsdl.com or call at no.: (022) 4886 7000.

Procedure to raise questions/seek clarifications with respect to the Integrated Annual Report at the ensuing AGM of the Company

14. Members are encouraged to express their views/send their queries in advance mentioning their name, DP ID and Client ID/folio no., email address, and mobile no. at investor.relations@asianpaints.com. Questions/queries received by the Company till 5.00 p.m. IST on Tuesday, 24th June 2025, shall only be considered and responded to during the AGM.
15. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker, by sending request from their registered email address mentioning name, DP ID and Client ID/folio no., and mobile no. at investor.relations@asianpaints.com upto 5.00 p.m. IST on Thursday, 19th June 2025. Those members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM.
16. The Company reserves the right to restrict the number of questions and number of speakers, depending on the availability of time for the AGM.

Procedure for remote e-Voting and e-Voting during the AGM

17. Remote e-Voting and e-Voting during the AGM

   a. All the shareholders of the Company are encouraged to attend and vote in the AGM to be held through VC/OAVM.
   b. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 and Regulation 44 of the Listing Regulations (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force), the Company is providing the facility of remote e-Voting to its members in respect of the business to be transacted at the AGM. For

this purpose, the Company has entered into an agreement with NSDL for facilitating voting through electronic means, as the authorised agency.

c. The remote e-Voting period will commence on **Sunday, 22nd June 2025 at 9.00 a.m. IST** and will end on **Wednesday, 25th June 2025 at 5.00 p.m. IST**. During this period, members holding shares either in physical form or in dematerialised form, as of Thursday, 19th June 2025 i.e., cut-off date, may cast their vote electronically. The e-Voting module shall be disabled by NSDL for voting thereafter.
A person who is not a member as of the cut-off date should treat this Notice for information purposes only.

Members have the option to cast their vote on any of the resolutions set out in this Notice using the remote e-Voting facility either during the period commencing from Sunday, 22nd June 2025 to Wednesday, 25th June 2025 or cast votes through e-Voting during the AGM. Members who have voted on some of the resolutions during the said remote e-Voting period are also eligible to vote on the remaining resolutions during the AGM. In the case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company as on the cut-off date, will be entitled to vote during the AGM.

d. The members who have cast their vote by remote e-Voting may also attend the AGM but shall not be entitled to cast their vote again.

e. The details of the process and manner for remote e-Voting are explained herein below:

Step 1: Access to the NSDL e-Voting system
Step 2: Cast your vote electronically and join the virtual meeting on NSDL e-Voting system.

Details on Step 1 are mentioned below:

I. Login method for e-Voting and joining virtual meeting for individual shareholders holding securities in demat mode

Pursuant to SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated 9th December 2020 (subsumed as part of the SEBI Master Circular No. SEBI/HO/MRD/MRD-PoD-2/P/CIR/2023/166 dated 6th October 2023), on 'e-Voting facility provided by Listed Companies', e-Voting process has been enabled to all the individual demat account holders, by way of a single login credential, through their demat accounts/websites of Depositories/Depository Participants ("DPs") in order to increase the efficiency of the voting process. Individual demat account holders would be able to cast their vote without having to register again with the E-Voting Service Provider ("ESP") thereby not only facilitating seamless authentication but also ease and convenience of participating in e-Voting process. Shareholders are advised to update their mobile no. and email address in their demat accounts in order to access e-Voting facility.

Type of shareholders	Login Method
Individual shareholders holding securities in demat mode with NSDL	**A.** For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. **B. NSDL IDeAS facility** **If you are already registered, follow the below steps:** 1. Visit the e-services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a personal computer or on a mobile phone. 2. Once the home page of e-services is launched, click on the '**Beneficial Owner**' icon under **'Login'** which is available under '**IDeAS**' section. 3. A new screen will open. You will have to enter your User ID, Password, and Verification Code. After successful authentication, you will be able to see e-Voting services under Value added Services.

Type of shareholders	Login Method
	4. Click on '**Access to e-Voting**' appearing on the left hand side under e-Voting services and you will be able to see e-Voting page. 5. Click on options available against the Company name or **ESP – NSDL** and you will be re-directed to NSDL e-Voting website for casting your vote during the remote e-Voting period. **If you are not registered, follow the below steps:** 1. Option to register is available at https://eservices.nsdl.com. 2. Select '**Register Online for IDeAS**' Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp. 3. Please follow the steps given in Point B (1-5) above. **C. E-Voting website of NSDL** 1. Open web browser by typing the following URL: www.evoting.nsdl.com either on a personal computer or on a mobile phone. 2. Once the home page of e-Voting system is launched, click on the icon '**Login**' which is available under '**Shareholder/Member'** section. 3. A new screen will open. You will have to enter your User ID (i.e., your sixteen digit demat account number held with NSDL), Password/OTP, and a Verification Code as shown on the screen. 4. After successful authentication, you will be redirected to NSDL website wherein you can see e-Voting page. Click on options available against the Company name or **ESP – NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period. **D. Shareholder/Member can also download the NSDL Mobile App 'NSDL Speede' facility by scanning the QR code mentioned below for seamless voting experience.** **NSDL Speede App is available on** App Store Google Play
Individual shareholders holding securities in demat mode with Central Depository Services (India) Limited ("CDSL")	**A. CDSL Easi/Easiest facility** **If you are already registered, follow the below steps:** 1. Users can login through their existing User ID and Password. An option will be made available to reach the e-Voting page without any further authentication. The users to login Easi/Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & My Easi New (Token) Tab and then use the existing Easi Username & Password. 2. After successful login, the Easi/Easiest user will be able to see the e-Voting option for eligible companies where the e-Voting is in progress as per the information provided by the Company. On clicking the e-Voting option, the user will be able to see e-Voting page of the ESP for casting your vote during the remote e-Voting period. Additionally, the links have been provided to access the system of all ESP's, so that the user can visit the ESP's websites directly.

Type of shareholders	Login Method
	If you are not registered, follow the below steps: 1. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. **B. E-Voting website of CDSL** 1. Alternatively, the user can directly access e-Voting page by providing demat account number and PAN from an e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered mobile and email address as recorded in the demat account. 2. After successful authentication, the user will be able to see the e-Voting option where the e-Voting is in progress and also will be able to directly access the system of all ESP's.
Individual shareholders (holding securities in demat mode) logging through their DPs	1. You can also login using the login credentials of your demat account through your DP registered with NSDL/CDSL for e-Voting facility. 2. Once logged-in, you will be able to see the e-Voting option. Once you click on the e-Voting option, you will be redirected to NSDL/CDSL site after successful authentication, wherein you can see the e-Voting feature. 3. Click on options available against Company name or **ESP – NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period.

Important note: Members who are unable to retrieve User ID/Password are advised to use the Forgot User ID and Forgot Password option available at respective websites.

Helpdesk for individual shareholders holding securities in demat mode for any technical issues related to login through Depository i.e., NSDL and CDSL

Login type	Helpdesk details
a) Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at contact no.: (022) 4886 7000
b) Securities held with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or call at toll free no.:1800 22 55 33

II. Login method for e-Voting and joining virtual meeting for shareholders other than individual shareholders holding securities in demat mode and shareholders holding securities in physical mode

How to login to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: www.evoting.nsdl.com either on a personal computer or on a mobile phone.
2. Once the home page of e-Voting system is launched, click on the icon '**Login**' which is available under '**Shareholder/Member**' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP, and a Verification Code as shown on the screen.
4. Alternatively, if you are registered for NSDL e-services i.e., IDeAS, you can login at https://eservices.nsdl.com with your existing IDeAS login. Once you login to NSDL e-services after using your login credentials, click on e-Voting and you can proceed to Step 2 i.e., cast your vote electronically.
5. Your User ID details are given below:

Manner of holding shares i.e., Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For members who hold shares in demat account with NSDL	8 Character DP ID followed by 8 Digit Client ID. For example, if your DP ID is IN300*** and Client ID is 12****** then your User ID is IN300***12******
b) For members who hold shares in demat account with CDSL	16 Digit Beneficiary ID. For example, if your Beneficiary ID is 12********** then your User ID is 12**********
c) For members holding shares in Physical Form	EVEN followed by folio no. registered with the Company. For example, if EVEN is 133828 and if the folio no. is 001*** then User ID is 133828001***

6. Your password details are given below:
   a. If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
   b. If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you by NSDL. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
   c. How to retrieve your 'initial password'?
      i. If your email address is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email address. Trace the email sent to you from NSDL in your mailbox from evoting@nsdl.com. Open the email and open the attachment i.e., a .pdf file. The password to open the .pdf file is your 8-digit Client ID for NSDL account, last 8 digits of Beneficiary ID for CDSL account or folio no. for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
      ii. In case you have not registered your email address with the Company/Depositories, please follow instructions mentioned below in this Notice.
   c. If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio no., PAN, name, and registered address.
   d. Members can also use the OTP based login for casting the votes on the e-Voting system of NSDL.
7. If you are unable to retrieve or have not received the 'initial password' or have forgotten your password:
   a. Click on 'Forgot User Details/ Password?' (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
   b. 'Physical User Reset Password?' (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
8. After entering your password, click on agree to 'Terms and Conditions' by selecting on the check box.
9. Now, you will have to click on 'Login' button.
10. After you click on the 'Login' button, home page of e-Voting will open.

Details on Step 2 are mentioned below:

How to cast your vote electronically on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies 'EVEN' in which you are holding shares and whose voting cycle and General Meeting is in active status.
2. Select 'EVEN (133828)' of the Company for which you wish to cast your vote during the remote e-Voting period and during the General Meeting. For joining virtual meeting, you need to click on 'VC/OAVM' link placed under 'Join Meeting'.
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e., assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on 'Submit' and also 'Confirm' when prompted.
5. Upon confirmation, the message 'Vote cast successfully' will be displayed and you will receive a confirmation by way of a SMS on your registered mobile no. from Depository.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

Process for those shareholders whose email addresses are not registered with the Depositories/Company for procuring User ID and Password for e-Voting for the resolutions set out in this Notice

Shareholders/Members may send a request to evoting@nsdl.com for procuring User ID and Password for e-Voting by providing below mentioned documents:

1. Members whose shares are held in physical mode, are requested to provide folio no., name, scanned copy of the share certificate (front and back), PAN (self-attested scanned copy of PAN Card), and Aadhaar (self-attested scanned copy of Aadhaar Card).
2. Members whose shares are held in demat mode, are requested to provide DP ID Client ID (16 digit DP ID + Client ID for NSDL demat accounts or 16 digit Beneficiary ID for CDSL demat accounts), name, client master or copy of consolidated account statement, PAN (self-attested scanned copy of PAN Card), and Aadhaar (self-attested scanned copy of Aadhaar Card). If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at note no. 17(e) 'Step 1: Access to NSDL e-Voting system'.

General Guidelines for shareholders

1. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-Voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the 'Forgot User Details/Password?' or 'Physical User Reset Password?' option available on www.evoting.nsdl.com to reset the password.
2. In case of any queries for remote e-Voting, you may refer to the Frequently Asked Questions ("FAQs") for shareholders and e-Voting user manual for shareholders available at the download section of www.evoting.nsdl.com or call at no.: (022) 4886 7000 or send a request to Mr. Amit Vishal, Deputy Vice President, NSDL or Ms. Pallavi Mhatre, Senior Manager, NSDL at evoting@nsdl.com.

f. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after the Notice is sent through email and holds shares as of the cut-off date i.e., Thursday, 19th June 2025 may obtain the User ID and Password by sending a request at evoting@nsdl.com or to the Company at investor.relations@asianpaints.com. Further, if you are already registered with NSDL for remote e-Voting, then you can use your existing User ID and Password for casting your vote. If you forgot your password, you can reset your password by using the 'Forgot User Details/Password?' or 'Physical User Reset Password?' option available on www.evoting.nsdl.com or call at no.: (022) 4886 7000. In case of individual shareholders holding shares in demat mode who acquire shares of the Company and become a Member of the Company after sending the Notice and who hold shares as of the cut-off date i.e., Thursday, 19th June 2025 may follow steps mentioned in this Notice under note no. 17(e) 'Step 1: Access to NSDL e-Voting system'.

g. Mr. Makarand Joshi (Membership No.: 5533, CP No.: 3662), failing him Ms. Kumudini Bhalerao (Membership No.: 6667, CP No.: 6690), Partners, Makarand M. Joshi & Co., Practicing Company Secretaries, have been appointed as the Scrutinizers for conducting voting process in a fair and transparent manner.

h. The Chairman shall, at the AGM, at the end of discussion on the resolutions on which voting is to be held, allow voting with the assistance of Scrutinizer, by use of electronic voting for all those members who are present at the AGM but have not cast their votes by availing the remote e-Voting facility.

i. The voting results shall be declared within two working days from conclusion of the AGM and the resolutions shall be deemed to be passed on the date of the AGM, subject to receipt of requisite number of votes. The declared results along with the report of the Scrutinizer shall be placed on the website of the Company (www.asianpaints.com) and on the website of NSDL (www.evoting.nsdl.com) immediately after the declaration of results by the Chairman or a person authorised by him. The results along with the report of the Scrutinizer shall also be immediately forwarded to BSE Limited and National Stock Exchange of India Limited.

18. Intimation of details of the agreement, if any under the Listing Regulations

Shareholders are informed that in terms of the provisions of the Listing Regulations, the Company is required to intimate the Stock Exchanges the details of the agreements entered into by the shareholders, promoter(s), members of the promoter(s) group, related parties, directors, key managerial personnel, employees of the Company or of its holding, subsidiary or associate company, among themselves or with the Company or with a third party, solely or jointly, which, either directly or indirectly or potentially or whose purpose and effect is to, impact the management or control of the Company or impose any restriction or create any liability upon the Company, including disclosure of any rescission, amendment or alteration of such agreements thereto, whether or not the Company is a party to such agreements.

Accordingly, it is hereby advised to the shareholders to inform the Company about any such agreement to which the Company is not a party, within two working days of entering into such agreements or signing an agreement to enter into such agreements. The Company will inform the details of such agreements to the Stock Exchanges on it becoming aware of it within the prescribed timelines.

[Explanation: For the purpose of this clause, the term 'directly or indirectly' includes agreements creating an obligation on the parties to such agreements to ensure that the listed entity shall or shall not act in a particular manner.]

19. Documents open for inspection

a. Relevant documents referred to in the accompanying Notice and the Explanatory Statement pursuant to Section 102 of the Act shall be available for inspection through electronic mode. Members are requested to write to the Company at investor.relations@asianpaints.com for inspection of the said documents.

b. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which Directors are interested maintained under Section 189 of the Act and the Certificate from the Secretarial Auditor in respect of the Asian Paints Employee Stock Option Plan 2021 prescribed under Regulation 13 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, will be available for inspection by the members during the AGM by following the steps mentioned at note no. 17(e) 'Step 1: Access to NSDL e-Voting system'. After successful login members will be able to view the documents for inspection by clicking on the link available against the EVEN (133828) of the Company.

20. Dividend related information

a. The Board of Directors of the Company at their meeting held on 8th May 2025 have, *inter alia*, approved and recommended payment of final dividend of ₹ 20.55 (Rupees twenty and paise fifty-five only) per equity share of the face value of ₹ 1 (Rupee one) each fully paid up for the financial year ended 31st March 2025 ('final dividend'), subject to the approval of shareholders at the ensuing AGM.

b. Final dividend for the financial year ended 31st March 2025, if approved by the members at the ensuing AGM, will be paid on or after Monday, 30th June 2025, to those members whose names appear in the Register of Members of the Company or Register of Beneficial Owners maintained by the Depositories as on the record date i.e.,Tuesday, 10th June 2025.

c. Members holding shares in physical/demat form are hereby informed that the bank particulars registered with RTA or their respective DP, as the case may be, will be considered by the Company for payment of final dividend.

d. Members holding shares in physical/demat form are required to submit their bank account details, if not already registered, as mandated by the SEBI.

e. In case the Company's dividend banker is unable to process the final dividend to any Member by electronic mode, due to non-availability of the details of the bank account or for any other valid reason whatsoever, the Company shall dispatch the dividend warrants/demand drafts/intimation letter to KYC non-compliant physical folios by post.

21. Tax Deducted at Source ("TDS") on dividend

a. As per the Income Tax Act, 1961, dividends paid or distributed by the Company after 1st April 2020, shall be taxable in the hands of the shareholders and the Company shall be required to deduct TDS at the prescribed rates from the dividend to be paid to the shareholders, subject to requisite approvals. For the prescribed rates for various categories, please refer to the Finance Act, 2020 and the amendments thereof.

b. A separate email communication was sent to the members on Friday, 9th May 2025 informing the relevant procedure to be adopted by them/ documents to be submitted for availing the applicable tax rate. The said communication and draft of the exemption forms and other documents are available on the Company's website at https://www.asianpaints.com/TDSExemptionForms.html.

c. The resident and non-resident shareholders should send the scanned copies of the requisite documents to RTA at Csg5exemptforms2526@in.mpms.mufg.com on or before Thursday, 12th June 2025 to enable the Company to determine the appropriate TDS/withholding tax rate, as may be applicable. The resident individual shareholders also have the option to upload the exemption documents directly at https://web.in.mpms.mufg.com/formsreg/submission-of-form-15g-15h.html.

d. Members are requested to note that in case the tax on dividend is deducted at a higher rate in the absence of receipt of the requisite details/ documents, there would still be an option available to file the return of income and claim an appropriate refund, if eligible. No claim shall lie against the Company for such taxes deducted.

22. Investor Education and Protection Fund ("IEPF") related information

a. Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ('IEPF Rules'), dividends that are unpaid or unclaimed for a period of 7 consecutive years from the date of their transfer to unpaid dividend account are required to be transferred by the Company to the IEPF, administered by the Central Government. Further, according to the said IEPF Rules, shares in respect of which dividends remain unclaimed by the shareholders for seven consecutive years or more shall also be transferred to the demat account of the IEPF Authority. The Company requests all the members to encash/claim their respective dividends within the prescribed period.

b. The dividend amount and shares transferred to the IEPF can be claimed by the concerned shareholder(s)/legal heir(s) from the IEPF Authority after complying with the procedure prescribed under the IEPF Rules. The details of the unclaimed dividends are also available on the Company's website at https://www.asianpaints.com/IEPF.html and the said details have also been uploaded on the website of the IEPF Authority and the same can be accessed through the link www.iepf.gov.in. Please refer the 'General Shareholder Information' section forming part of this Integrated Annual Report for further details with respect to unclaimed dividends and transfer of dividends/shares to the IEPF.

23. Updation of PAN, KYC and nomination details

a. SEBI vide Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024, has prescribed common and simplified norms for processing investor's service request by RTAs and norms for furnishing PAN, KYC (Contact Details, Bank Details, and Specimen Signature), and Nomination details.

b. As per the provision of the said Circular, amended from time to time, all shareholders holding shares in physical form are mandated to update their PAN, address, mobile number, bank account details, and specimen signature with the RTA.

In view of the same, it may be noted that any service request can be processed only after the folio is KYC compliant. In the case, wherein any one of the above details are not updated, such shareholders will be able to:

- lodge any grievance or avail any service only after furnishing all necessary details required above; and
- receive any payments including dividend in respect of such folios only electronically with effect from 1st April 2024, upon registering the required details.

c. In terms of the SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated 10th June 2024, all investors are encouraged in their own interest, to provide choice of nomination by contacting the RTA, if shares are held in physical form or their respective Depository Participant(s), if shares are held in dematerialised form. Further, all new investors are mandatorily required to provide the choice of nomination for their demat accounts (except for jointly held demat accounts).

d. The Company will be sending individual letters to all the shareholders holding shares of the Company in physical form for furnishing their PAN, KYC, and nomination details. The relevant Circular(s) and necessary forms in this regard have been made available on the website of the Company at https://www.asianpaints.com/ShareholderServiceRequest.html and its RTA at https://web.in.mpms.mufg.com/KYC-downloads.html.

e. Accordingly, the members are advised to register their details with the RTA or DPs, in compliance with the aforesaid SEBI guidelines for smooth processing of their service requests and trading without any hindrance.

24. Process for availing various investor service requests

Members are requested to refer SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024 for common and simplified norms for processing any service requests before making an application to the Company/RTA. Please refer the 'General Shareholder Information' section forming part of this Integrated Annual Report for further details.

Explanatory Statement

In terms of Section 102 of the Companies Act, 2013

Resolution No. 4

In accordance with Section 161 and other applicable provisions of the Companies Act, 2013 ('the Act') read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('the Listing Regulations') (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force) and the Articles of Association of the Company, the Board of Directors of the Company at their meeting held on 27th March 2025, based on the recommendation of the Nomination and Remuneration Committee, approved the appointment of Mr. Ashish Choksi (DIN: 00059132) as an Additional and Non-Executive Director of the Company with effect from 1st April 2025 to hold office upto the ensuing Annual General Meeting of the Company, subject to the approval of the shareholders of the Company.

Further, in accordance with Section 152 and other applicable provisions of the Act read with the Companies (Appointment and Qualification of Directors) Rules, 2014 and the Listing Regulations and the Articles of Association of the Company, the Board of Directors of the Company at their meeting held on 8th May 2025, based on the recommendation of the Nomination and Remuneration Committee, approved and recommended to the shareholders the appointment of Mr. Ashish Choksi as a Non-Executive Director of the Company, liable to retire by rotation, on such remuneration as may be recommended by the Board of Directors from time to time which shall be within the maximum limits as approved by the shareholders of the Company.

The Company has received all statutory declarations/ disclosures from Mr. Ashish Choksi including the following:

1. consent to act as a Director of the Company in Form DIR-2 pursuant to Section 152 of the Act read with the Companies (Appointment and Qualification of Directors) Rules, 2014;
2. confirmation that he is not disqualified from being appointed as a Director in Form DIR-8 pursuant to Section 164 of the Act read with the Companies (Appointment and Qualification of Directors) Rules, 2014; and

3. declaration that he has not been debarred from holding the office of Director by virtue of any order passed by the Securities and Exchange Board of India or any such authority.

Further, the Company has obtained a certificate from MMJB & Associates, LLP, Practicing Company Secretaries, confirming that Mr. Ashish Choksi is not debarred from being appointed as a Director of the Company.

Skills/expertise/competence

Mr. Ashish Choksi has rich and varied experience and meets the following skills and capabilities required for the role as a Non-Executive Director, as identified by the Nomination and Remuneration Committee:

i. Sales & marketing experience: Exposure to sales and marketing management based on understanding of the consumers;

ii. General management and leadership: Strategic planning sustainability, and protect interest of all stakeholders; and

iii. Financial and risk management skills: Understanding the financial statements and financial controls, systems and processes & mergers and acquisitions.

Accordingly, in the opinion of the Nomination and Remuneration Committee and Board of Directors of the Company, the appointment of Mr. Ashish Choksi on the Board would add value to the deliberations in Board and Committee meetings and overall functioning of the Company.

The Company has received a notice in writing from Mr. Ashish Choksi under Section 160 of the Act proposing his candidature for the office of Director of the Company.

The profile and other relevant information as required under the Act, the Listing Regulations and the Secretarial Standard - 2 on General Meetings issued by the Institute of Company Secretaries of India are provided in the 'Annexure' to this Notice.

Mr. Ashish Choksi is related to Mr. Manish Choksi, the Company's Non-Executive Director and is a member of the Promoter(s) Group of the Company. Other than Mr. Ashish Choksi, Mr. Manish Choksi and their relatives, to whom the resolution relates, none of the Directors, Key Managerial Personnel, or their relatives are in any way, concerned or interested, financially or otherwise, except to the extent of their respective shareholding, if any, in the proposed Ordinary Resolution as set out in Resolution No. 4 of this Notice.

The Board of Directors, based on the recommendation of the Nomination and Remuneration Committee, propose the appointment of Mr. Ashish Choksi as a Non-Executive Director of the Company, liable to retire by rotation and recommend the Ordinary Resolution as set out in Resolution No. 4 of this Notice for the approval by the members of the Company.

Resolution No. 5

In accordance with Section 204 and other applicable provisions, if any, of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the Listing Regulations, the Board of Directors of the Company at their meeting held on 8th May 2025, based on the recommendation of the Audit Committee, approved the appointment of Dr. K. R. Chandratre, Practicing Company Secretary (FCS No.: 1370; CP No.: 5144 & Peer Review Certificate No.: 1206/2021), as the Secretarial Auditor of the Company, subject to the approval of the shareholders of the Company at the ensuing Annual General Meeting of the Company on the following terms and conditions:

(i) Term of appointment: For a term of five consecutive years from financial year 2025-26 to financial year 2029-30.

(ii) Proposed fees: Upto ₹ 11,00,000 (Rupees eleven lakhs only) per annum plus applicable taxes and reimbursement of out-of-pocket expenses in connection with the secretarial audit for the financial year 2025-26 to financial year 2026-27 and for subsequent year(s) of his term, such fee as determined by the Board, on the recommendation of Audit Committee and in consultation with the Secretarial Auditor. The proposed fees is based on knowledge, expertise, industry experience, time, and efforts required to be put in by them, which is in line with the industry benchmark.

Dr. K. R. Chandratre, Practicing Company Secretary has been conducting the Secretarial Audit of the Company since the financial year 2009-10.

The Board of Directors have approved that in addition to conducting the Secretarial Audit, the Secretarial Auditor shall also issue to the Company such certificates for financial year 2025-26 and 2026-27, as may be required under applicable laws from time to time.

Credentials:

Dr. K. R. Chandratre, a fellow member of the Institute of Company Secretaries of India ("ICSI"), is a renowned Practicing Company Secretary with over 23 years in practice and more than 45 years of experience in the field of corporate laws. He provides comprehensive professional services in corporate laws to various prominent companies across sectors.

He also holds a Master's degree in Commerce, a Law degree, and a Doctorate degree (PhD) from the University of Pune. He has secured several academic and professional distinctions and honours.

Before joining the Company Secretarial practice in the year 2003, he was associated with Kirloskar Oil Engines Ltd. for 15 years where his last position was Director (Legal, Secretarial & HR) & Company Secretary. He also served as a Lecturer in Commerce & Accountancy at R. A. Podar College of Commerce & Economics, Mumbai.

He has held positions of President and Vice President of the ICSI.

He has also been the Member & Chairman of various working groups and committees constituted by the Government of India, Securities and Exchange Board of India, and the ICSI on subjects in relation to the corporate laws.

He is a prolific writer and has numerous published writings to his credit and been active participant in various forums. He has so far authored over 1,200 articles and 26 books on various subjects in the areas of corporate laws and corporate secretarial practice.

He was a SEBI-nominated Public Representative Director and Chairman of the Board of the Pune Stock Exchange, during April 2004 to April 2005. He was a Member of the Expert Group constituted by the SEBI in October 2004 under the Chairmanship of Justice Kania to suggest further amendments to the SEBI Act 1992. He was a Member of Secretarial Standards Board and Chairman of the Core Group on Secretarial Audit of the ICSI. He was also the Chairman of the Expert Advisory Group of the ICSI for the past four years.

In accordance with the provisions of the Act and the Listing Regulations, Dr. K. R. Chandratre, has consented to the said appointment and confirmed his eligibility and that his appointment, if made, would be within the limit specified by the ICSI.

Dr. K. R. Chandratre has further confirmed that he is not disqualified to be appointed as the Secretarial Auditor in term of provisions of the Act, the Listing Regulations, the Companies Secretaries Act, 1980 and the SEBI Circular issued in this regard.

He holds a valid Peer Review Certificate issued by ICSI.

Basis of recommendations:

The recommendations are based on the fulfilment of the eligibility criteria & qualification prescribed under the Act & Rules made thereunder and Listing Regulations with regard to the number of audits, technical skills and experience of the individual, capability of audit team, independent assessment, audit experience across large listed entities and also based on the evaluation of the quality of audit work done by him in the past.

None of the Directors, Key Managerial Personnel, or their relatives, are in any way, concerned or interested, financially or otherwise, except to the extent of their respective shareholding in the Company, if any, in the proposed Ordinary Resolution as set out in Resolution No. 5 of this Notice.

The Board of Directors considering the experience and expertise, and based on the recommendation of the Audit Committee, propose the appointment of Dr. K. R. Chandratre, Practicing Company Secretary, as the Secretarial Auditor of the Company, for a term of five consecutive years from financial year 2025-26 to financial year 2029-30 and recommend the Ordinary Resolution as set out in Resolution No. 5 of this Notice for the approval by the members of the Company.

Resolution No. 6

The Board of Directors of the Company at their meeting held on 8th May 2025, based on the recommendation of the Audit Committee, appointed Joshi Apte & Associates, Cost Accountants (Firm Registration No.: 000240), as the Cost Auditors of the Company for the audit of the cost records maintained by the Company for the financial year ending 31st March 2026, at a remuneration not exceeding ₹ 10,50,000 (Rupees ten lakhs and fifty thousand only) plus applicable taxes and reimbursement of out-of-pocket expenses at actuals, if any, incurred in connection with the audit.

In accordance with the provisions of Section 148 of the Act read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014, (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force) (collectively referred to as 'the Cost Audit Rules'), maintenance of cost records and audit thereof, is applicable in respect of Thinners, Sealers (Smartcare range, PU Magnum & Construction chemical), Pentaerythritol, Emulsions, Alkyds & other Resins, Bath fittings and other applicable products, which contributes to around 3% of the overall operating income of the Company.

The overall remuneration proposed to be paid to the Cost Auditors for the financial year ended 31st March 2026 is commensurate to the scope of the audit to be carried out by the Cost Auditors.

Joshi Apte & Associates, Cost Accountants, have confirmed that they hold a valid certificate of practice under Section 6(1) of the Cost and Works Accountants Act, 1959 and are free from any disqualifications specified under the provisions of the Act.

In accordance with the provisions of Section 148(3) of the Act, read with the Cost Audit Rules, the remuneration payable to Cost Auditors is required to be ratified by the shareholders of the Company.

Accordingly, the consent of the shareholders is sought for ratification of the remuneration payable to the Cost Auditors.

None of the Directors, Key Managerial Personnel, or their relatives, are in any way, concerned or interested, financially or otherwise, except to the extent of their respective shareholding in the Company, if any, in the proposed Ordinary Resolution as set out in Resolution No. 6 of this Notice.

The Board of Directors, based on the recommendation of the Audit Committee, propose the ratification of the remuneration payable to Joshi Apte & Associates as the Cost Auditors of the Company for the financial year ending 31st March 2026 and recommend the Ordinary Resolution as set out in Resolution No. 6 of this Notice for the approval by the members of the Company.

By Order of the Board of Directors of
Asian Paints Limited

R J Jeyamurugan
CFO & Company Secretary

Mumbai, 8th May 2025

Registered Office:
6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India

Annexure

Name of the Director(s)	Mr. Malav Dani (DIN: 01184336)	Mr. Ashish Choksi (DIN: 00059132)
Photograph		
Age (Years)	49	56
Qualifications	• Bachelor of Science from Purdue University • Master of Business Administration from Columbia University.	Bachelor of Art in Economics from University of Michigan, Ann Arbor, USA
Brief resume along with experience	Mr. Malav Dani joined Asian Paints Limited ('the Company') as Manager-Quality in 2005 and worked on various customer-centric initiatives. He was appointed as a Non-Executive Director on the Board of the Company since 2013 and serves as the Chairman of the CSR Committee of the Board from October 2015. Mr. Dani manages his family-owned businesses and heads Hitech Corporation Limited as the Managing Director since 2012. His formal education was rounded off with a six-year stint at General Electric (GE), during which he completed the Information Management Leadership (IMLP) program as well as the Quality Six Sigma Black Belt Program. He worked with GE's Corporate Treasury department and the project he helmed won the Alexander Hamilton Corporate Treasury Award. Malav has been inducted into the Council of Management of the Forum of Free Enterprise. The Forum of Free Enterprise is a non-political and non-partisan organization established to educate public opinion in India about its close relationship with the democratic way of life, serving a social purpose. Recognized globally for his leadership, Malav has been recently appointed as a Board Member of the Jackson School of Global Affairs, Yale University, in 2024. Malav was also awarded a certificate of special congressional recognition by Mr. Joe Wilson, a member of the Congress of United States House of Representatives, in 2023 for his contributions to US-India trade and relations, as well as his service to humanity.	Mr. Ashish Choksi commenced his career with Asian Paints Limited ('the Company') in the year 1992. He worked as the Supply Chain Executive of the then Industrial Paints Division of the Company wherein he was in-charge of the Original Equipment Manufacturer (OEM) - customers paints requirements. He moved on in the year 1997 to join Ricinash Renewable Materials Private Limited ('Ricinash') and is currently working as its Managing Director & CEO. Ricinash is engaged in the business of manufacturing Oleochemicals (green chemistry/plant derived chemicals). He also serves as a Director on the Board of other family run businesses. He is also an avid nature & wildlife traveller and has keen interest in cricket and squash.

Name of the Director(s)	Mr. Malav Dani (DIN: 01184336)	Mr. Ashish Choksi (DIN: 00059132)
	Mr. Malav Dani is currently the Chairman of the Indian American International Chamber of Commerce (IAICC) International Board, working with the vision to promote economic development by fostering bilateral trade and investment globally. Thus, further strengthening the bilateral relations between the two countries and with the rest of the world. He was also the Chairman of the Young Leaders Forum Committee of the Indian Merchants Chamber. During his tenure, Mr. Malav Dani was felicitated by Mr. Narendra Modi. He was appointed as the Chairman of 'Ease of Doing Business Committee' of the Indian Merchants Chamber, where he had an opportunity to present the roadmap for India to improve its ease of doing business ranking to the Joint Parliamentary Standing Committee on Commerce of the Rajya Sabha. Mr. Malav Dani made a presentation on World Peace to the American Council of Young Political Leaders, an initiative of the Trump administration. In line with his core beliefs, he delivered a presentation on Compassionate Capitalism at the Ernst & Young CXO Roundtable event, Silicon Valley, U.S. He is a recipient of the 'Yuva Icon Award' presented by Dr. A.P.J Abdul Kalam. He received the 'Business Excellence and Innovative Best Practices Award' from Dr. Pranab Mukherjee. In addition to this, he is also the recipient of the Asia Pacific Entrepreneurship Award 2015, India, and the Corporate Excellency Award 2018 from Enterprise Asia. In the year 2020, he was bestowed with the AsiaOne Young Asian Entrepreneur Awards 2019-20 for his efficacious contribution to society and the world at large. Recognizing his calling and his deep-rooted desire to contribute to humanity, Mr. Malav Dani has setup a foundation called 'Sab Ka Mangal Ho' which is looking at implementation of holistic solutions at grassroot levels to generate social transformation.	
Expertise in specific Functional Areas	• Sales and Marketing • International business • General Management and Leadership • Financial and Risk Management Skills • Technical, professional skills and knowledge including legal, governance and regulatory aspects	• Sales and Marketing • General Management and Leadership • Financial and Risk Management Skills

Name of the Director(s)	Mr. Malav Dani (DIN: 01184336)	Mr. Ashish Choksi (DIN: 00059132)
Date of first appointment on the Board	21st October 2013	1st April 2025 as an Additional and Non-Executive Director, subject to the approval of the shareholders of the Company
Shareholding in the Company as on the date of Notice (self and beneficial basis)	36,50,176 equity shares of face value of ₹ 1 each (0.38% of the paid-up share capital of the Company)	8,80,840 equity shares of face value of ₹ 1 each (0.09% of the paid-up share capital of the Company)
Terms and conditions of appointment/ re-appointment	Non-Executive Director, liable to retire by rotation	Non-Executive Director, liable to retire by rotation
Details of remuneration last drawn	**FY 2024-25** ₹ 66,00,000 (Includes sitting fees and commission) **FY 2025-26** ₹ 3,00,000 (sitting fees)	**FY 2024-25** Not Applicable **FY 2025-26** ₹ 3,00,000 (sitting fees)
	The aforesaid remuneration is within the limits approved by the shareholders at their 68th Annual General Meeting of the Company held on 26th June 2014 for the remuneration payable to the Non-Executive Directors of the Company in a financial year not exceeding 1% of the net profit of the Company calculated under Section 198 of the Companies Act, 2013 read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.	
Details of proposed remuneration	Sitting fees and commission as may be approved by the Board of Directors/shareholders in accordance with the applicable provisions of law. The detailed criteria is available in the Nomination and Remuneration Policy of the Company.	
***Inter-se* relationships between** • **Directors** • **Key Managerial Personnel**	Nil Nil	Cousin of Mr. Manish Choksi Nil
Number of meetings of the Board attended	**Financial Year(s)** / **No. of meetings attended** 2024-25 / 10 of 10 2025-26 / 2 of 2	**Financial Year(s)** / **No. of meetings attended** 2024-25 / Not applicable 2025-26 / 2 of 2
Chairpersonship/Membership of the Committee(s) of the Board of Directors of the Company as on the date of Notice	• Chairman of Corporate Social Responsibility Committee • Member of Investment Committee	• Member of Stakeholders Relationship Committee • Member of Risk Management Committee
Other companies in which he/she is a Director excluding Directorship in Private and Section 8 companies as on date	Listed Company: • Hitech Corporation Limited Unlisted Company: • Thriarr Polymers Private Limited (deemed public company)	Listed Company: Nil Unlisted Company: Nil
Chairpersonship/ Membership of the Committee(s) of Board of Directors of other companies in which he/she is a Director excluding Private and Section 8 companies as on date	Hitech Corporation Limited • Member of Corporate Social Responsibility Committee • Chairman of Executive Committee	Nil
Listed companies from which the person has resigned in the past three years	Nil	Nil

Information at a Glance

Particulars	Details
Day, date and time of AGM	Thursday, 26th June 2025 at 11.00 a.m. IST
Mode	Video conference/other audio visual means
Participation through video conference	www.evoting.nsdl.com
Final dividend record date	Tuesday, 10th June 2025
Final dividend payment date	On or after Monday, 30th June 2025
Cut-off date for e-Voting	Thursday, 19th June 2025
E-Voting start time and date	Sunday, 22nd June 2025 at 9.00 a.m. IST
E-Voting end time and date	Wednesday, 25th June 2025 at 5.00 p.m. IST
E-Voting website of NSDL	www.evoting.nsdl.com
Last date for speaker registration	Thursday, 19th June 2025 at 9.00 a.m. IST
Last date for sending questions	Tuesday, 24th June 2025 till 5.00 p.m. IST
Name, address, and contact details of e-Voting service provider	**National Securities Depository Limited** T301, 3rd Floor, Naman Chambers, G Block, Plot No. C-32, Bandra Kurla Complex, Bandra East, Mumbai – 400 051 **Mr. Amit Vishal** Deputy Vice President – NSDL **Ms. Pallavi Mhatre** Senior Manager – NSDL **Contact Details:** Email id: amitv@nsdl.com pallavid@nsdl.com evoting@nsdl.com Helpline No. for VC participation and e-Voting: (022) 4886 7000
Name, address, and contact details of Registrar and Transfer Agent	**MUFG Intime India Private Limited** (formerly Link Intime India Private Limited) Address: C-101,1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai – 400 083 Tel No.: +91 810 811 8484 Fax No.: (022) 4918 6060 Toll Free No.: 1800 2100 124 (Exclusive for the shareholders of Asian Paints Limited) Email id: csg-unit@in.mpms.mufg.com Website: https://in.mpms.mufg.com

Board's Report

Dear Members,

The Board of Directors are pleased to present the 79th Integrated Annual Report of the Company along with the audited financial statements for the financial year ended 31st March 2025.

Financial Results and State of Company Affairs

The Company's financial performance (standalone and consolidated) for the year ended 31st March 2025 is summarised below:

(₹ in Crores)

Particulars	Standalone			Consolidated		
	2024-25	2023-24[1]	Growth (%)	2024-25	2023-24	Growth (%)
Revenue from sales and other operating income	29,552.65	31,226.98	(5.4)	33,905.62	35,494.73	(4.5)
Earnings before Interest, Taxes, Depreciation, and Amortisation	6,322.43	7,865.74	(19.6)	6,578.82	8,272.94	(20.5)
Less: Finance Costs	143.77	124.09		227.02	205.17	
Less: Depreciation and Amortisation Expense	901.85	742.93		1,026.34	853.00	
Profit for the period before share of profit in associate	5,276.81	6,998.72	(24.6)	5,325.46	7,214.77	(26.2)
Share of profit of associate	-	-		140.71	133.00	
Profit before exceptional items & tax	5,276.81	6,998.72	(24.6)	5,466.17	7,347.77	(25.6)
Exceptional Items[2&3]	379.63	-		363.10	-	
Profit before Tax	4,897.18	6,998.72	(30.0)	5,103.07	7,347.77	(30.5)
Less: Tax Expense	1,312.30	1,683.71		1,393.36	1,790.08	
Profit for the period	3,584.88	5,315.01	(32.6)	3,709.71	5,557.69	(33.3)
Attributable to:						
Shareholders of the Company	3,584.88	5,315.01	(32.6)	3,667.23	5,460.23	(32.8)
Non-Controlling Interest	-	-		42.48	97.46	
Other Comprehensive Income (net of tax)	233.50	27.45		114.56	31.96	
Total Comprehensive Income	**3,818.38**	**5,342.46**	**(28.5)**	**3824.27**	**5,589.65**	**(31.6)**
Attributable to:						
Shareholders of the Company	3,818.38	5,342.46	(28.5)	3,820.48	5,502.37	(30.6)
Non-Controlling Interest	-	-		3.79	87.28	
Opening balance in Retained Earnings[4]	13,828.77	11,040.29		14,018.63	11,340.92	
Amount available for Appropriation[4]	17,414.00	16,361.18		17,683.66	16,807.82	
Dividend						
Interim - FY 2024-25	407.71	-		407.71	-	
Interim - FY 2023-24	-	494.04		-	494.04	
Final - FY 2023-24	2,700.20	-		2,700.20	-	
Final - FY 2022-23	-	2,038.34		-	2,038.34	
Gross obligation towards further acquisition in subsidiary	-	-		241.76	256.78	
Transfer to other Reserves	-	-		-	-	
ESOP exercised during the year	0.80	0.03		0.80	0.03	
Closing balance in Retained Earnings[4]	**14,305.29**	**13,828.77**		**14,574.95**	**14,018.63**	

1. Figures for the financial year 2023-24 have been restated to give impact of amalgamation of Maxbhumi Developers Limited and Sleek International Private Limited, wholly owned subsidiaries of the Company, with the Company, effective from 1st March 2025. There is no material impact on the financials.

Board's Report (Contd.)

2. For Standalone financial results, exceptional items for the FY 2024-25 consists of (a) impairment provision towards investment in Obgenix Software Private Limited ("White Teak") and Weatherseal Fenestration Private Limited ("Weatherseal") of ₹ 188.88 crores and ₹ 12.96 crores, respectively and (b) fair valuation loss towards derivative contract for future stake purchase in White Teak and Weatherseal of ₹ 167.76 crores and ₹ 10.03 crores, respectively.
3. For Consolidated financial results, exceptional items for the FY 2024-25 consists of (a) foreign exchange loss of ₹ 56.14 crores of Kadisco Paint and Adhesive Industry Share Company on account of currency devaluation in Ethiopia; (b) impairment provision towards 'Goodwill on Consolidation' pertaining to Causeway Paints Lanka (Pvt) Ltd of ₹ 21.47 crores and impairment provision towards 'Goodwill on Consolidation' and 'Intangibles' pertaining to White Teak of ₹ 77.78 crores and (c) Loss of ₹ 83.71 crores pursuant to divestment of stake by Asian Paints International Private Limited, Singapore ("APIPL"), wholly owned subsidiary of the Company, in PT Asian Paints Indonesia & PT Asian Paints Color Indonesia, wholly owned subsidiaries of APIPL.
4. Includes re-measurement of defined benefit plans.

Management Discussion and Analysis Report

Management Discussion and Analysis Report for the year under review, as stipulated under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") gives details, *inter alia*, about the performance of the Decorative business, Décor business and various services, and Industrial businesses of the Company in India and International operations, important changes in these businesses, supply chain, internal control system & their adequacy, external environment, and economic outlook and forms an integral part of this Integrated Annual Report.

During the year under review, there was no change in the nature of the Company's business.

Confirmations

a. There were no revisions to the financial statements and the Board's Report of the Company during the year under review; and

b. There were no material changes and commitments that affect the financial position of the Company which have occurred between the end of the financial year 2024-25 and the date of this Report.

Financial Saliency

The Company's principal sources of liquidity are cash and cash equivalents, liquid investments, and the cash flow that the Company generates from its operations. The Company continued to be debt-free and maintained sufficient cash to meet its strategic and operational requirements.

Cash and cash equivalents and other balances with Banks (excluding earmarked balances), current/non-current term deposits as disclosed in other financial assets, investments in debentures or bonds (including interest accrued on the same) and mutual funds on a standalone basis as of 31st March 2025, stood at ₹ 4,478.65 crores as against ₹ 5,091.46 crores in the previous financial year. Cash and investments, on both standalone and consolidated basis, include deposits with banks and financial institutions with high credit ratings by international and domestic credit rating agencies. As a result, liquidity risk towards such balances is limited. The ratings are monitored periodically.

The Company's working capital management is robust and involves a well-organised process, which facilitates continuous monitoring and control over receivables, inventories, and other parameters.

Capital Expenditure

During the year under review, the Company on a standalone basis spent ₹ 1,048.25 crores towards capital expenditure against ₹ 1,986.45 crores in the previous financial year. This mainly comprises of spends for capacity expansion for paint business, regular capital expenditure at various plant locations and other Company offices/ warehouses, technological advancements, safety and ESG expenditure, backward integration projects, and general maintenance.

Expansion of installed production capacity

Mysuru Plant

During the year under review, the Company has increased the installed production capacity at the Mysuru plant from 3,00,000 KL per annum to 6,00,000 KL per annum, at an investment of ₹ 1,164.30 crores, to meet the medium-term capacity requirements of the Company.

Registered Office

During the year under review, the Company has changed its registered office address to '6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India', to include the premises in addition and adjacent to its existing Registered Office.

Transfer to Reserves

During the year under review, no amount was transferred to any of the reserves by the Company.

Dividend

The Board of Directors of the Company have recommended payment of ₹ 20.55 (2055%) per equity share of ₹ 1 each fully paid-up as final dividend for the financial year 2024-25. The record date for payment of final dividend is 10th June 2025. The final dividend, subject to the approval of the shareholders at the ensuing Annual General Meeting ("AGM") of the Company, will be paid on or after 30th June 2025. During the year under review, the Company also paid an interim dividend for the financial year 2024-25 of ₹ 4.25 (425%) per equity share of ₹ 1 each to the shareholders on 28th November 2024.

The total dividend for the financial year 2024–25, including the proposed final dividend, amounts to ₹ 24.80 per equity share of ₹ 1 each, and would involve a total outflow of ₹ 2,378.86 crores translating into a dividend payout of 60% (as against ₹ 33.30 per equity share of ₹ 1 each with a total outflow of ₹ 3,194.12 crores in the financial year 2023-24 resulting in a dividend pay-out ratio of 60%) of the standalone profits of the Company.

As per the Income-Tax Act, 1961, dividends paid or distributed by the Company shall be taxable in the hands of the shareholders. Accordingly, the Company makes the payment of the dividend after deduction of tax at source ("TDS").

Details of the dividend paid by the Company during the financial year 2024-25 are stated below:

(₹ in Crores)

Particulars	Gross amount of dividend*	Tax deducted at source	Net amount of dividend
Final Dividend FY 2023-24	2,700.20	279.32	2,420.88
Interim Dividend FY 2024-25	407.71	41.67	366.04
Total	**3,107.91**	**320.99**	**2,786.92**

*Includes excess funding made to the dividend account owing to rounding up of gross dividend and TDS.

The aforesaid dividend are being paid by the Company from its profits for the respective financial years.

The dividend recommended is in accordance with the Dividend Distribution Policy ("DD Policy") of the Company. The DD Policy, in terms of Regulation 43A of the Listing Regulations, is available on the Company's website at https://www.asianpaints.com/DDPolicy.html.

Asian Paints Group

The Company has 25 subsidiary companies (19 international subsidiary companies), and 2 joint venture companies as on 31st March 2025.

There has been no change in the nature of the business of the subsidiary companies and joint venture companies, during the year under review.

International Business

Outside India, the Company has operations in 13 countries across four regions of the world – Asia (Bangladesh, Nepal, and Sri Lanka), the Middle East (Oman, Bahrain, United Arab Emirates (UAE), and Qatar), Africa (Egypt and Ethiopia), and South Pacific (Fiji, Solomon Islands, Samoa, and Vanuatu).

Financial Performance

A list of bodies corporates that are subsidiaries/joint ventures of the Company is provided as part of the notes to Consolidated Financial Statements ("CFS"). The financial performance of the Company's select subsidiary and joint venture companies for the financial year 2024-25 is provided below:

i. Asian Paints International Private Limited

Asian Paints International Private Limited ("APIPL"), Singapore, is a wholly owned subsidiary of the Company and is the holding company for all of the subsidiary companies carrying out operations overseas, except Asian Paints (Nepal) Private Limited, Nepal and Asian White Cement Holding Limited, Dubai International Financial Centre, UAE. The principal activities of APIPL are those of investment holding and management.

On a consolidated basis, the revenue of APIPL was ₹ 2,678.20 crores (growth of 1.4% year-on-year) with a net loss of ₹ 20.11 crores (against net profit of ₹ 68.37 crores in the previous year).

ii. Asian Paints (Nepal) Private Limited

Asian Paints (Nepal) Private Limited ("AP Nepal"), Nepal, is a subsidiary of the Company. Its principal business is manufacturing and selling of paint products in Nepal.

The revenue of AP Nepal was ₹ 340.91 crores (growth of 1.8% year-on-year) with a net profit of ₹ 41.10 crores (growth of 2.2% year-on-year).

iii. Obgenix Software Private Limited

Obgenix Software Private Limited (popularly known by the brand name "White Teak") is a subsidiary of the Company. White Teak is engaged in the business of decorative lighting products, fans and other décor accessories.

The revenue of White Teak was ₹ 106.84 crores (de-growth of 19.9% year-on-year) with a net loss of ₹ 45.09 crores (against net profit of ₹ 2.37 crores in the previous year).

Board's Report (Contd.)

iv. Asian Paints PPG Private Limited

Asian Paints PPG Private Limited ("APPPG") is a joint venture company between the Company and PPG Industries Securities LLC. APPPG is engaged in the business of manufacturing, selling, and distributing protective coatings, powder coatings, road markings, floor coatings and providing related services.

The revenue of APPPG was ₹ 1,193.14 crores (growth of 4.1% year-on-year) with a net profit of ₹ 75.27 crores (de-growth of 24.9% year-on-year).

v. PPG Asian Paints Private Limited

PPG Asian Paints Private Limited ("PPGAP") is a joint venture company between the Company and PPG Industries Securities LLC. PPGAP is engaged in the business of manufacturing, selling, and distributing of paints and coatings for automotive, original equipment manufacturers, packaging, refinishing, marine, and other industries.

On a consolidated basis, the revenue of PPGAP was ₹ 2,136.52 crores (growth of 6.0% year-on-year) with a net profit of ₹ 281.41 crores (growth of 6.2% year-on-year).

During the year, PPGAP paid final dividend of ₹ 42.78 crores for the financial year 2023-24 and interim dividend of ₹ 72.72 crores for the financial year 2024-25.

vi. Weatherseal Fenestration Private Limited

Weatherseal Fenestration Private Limited ("Weatherseal") is a subsidiary of the Company. Weatherseal is engaged in the business of uPVC windows and doors.

The revenue of Weatherseal was ₹ 52.62 crores (growth of 1.8% year-on-year) with a net loss of ₹ 23.17 crores (against net loss of ₹ 18.41 crores in the previous year).

A separate statement containing the salient features of financial statements of subsidiaries, and joint ventures of the Company in the prescribed Form AOC-1 is annexed to CFS forming part of this Integrated Annual Report, in compliance with Section 129(3) and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") read with the Rules issued thereunder.

The Company does not have a material subsidiary as per the Listing Regulations.

The Company's Policy for determining material subsidiaries is available on the Company's website at https://www.asianpaints.com/PolicyforMaterialSubsidiaries.html.

Changes in the Group Companies

i. Scheme of Amalgamation of Maxbhumi Developers Limited and Sleek International Private Limited with the Company

During the year under review, the Mumbai Bench of the Hon'ble National Company Law Tribunal vide its Order dated 24th January 2025, sanctioned the Scheme of Amalgamation of Maxbhumi Developers Limited ("MDL") and Sleek International Private Limited ("Sleek"), wholly owned subsidiaries of the Company with the Company ("the Scheme"). Pursuant to necessary filings with the Registrar of Companies, Maharashtra at Mumbai, the Scheme became effective from 1st March 2025, with the appointed date of 1st April 2024 and all the shares issued by MDL and Sleek stand cancelled and extinguished.

ii. Investment in Asian Paints International Private Limited

During the year under review, the Company invested ₹ 197.94 crores (SGD 32.1 million) in APIPL, a wholly owned subsidiary, by way of subscription of 4,79,00,000 equity shares. As on 31st March 2025, the total investment of the Company in APIPL stands at ₹ 904.38 crores.

iii. Investment in Asian Paints (Polymers) Private Limited

The Company currently imports Vinyl Acetate Ethylene Emulsion ("VAE") and Vinyl Acetate Monomer ("VAM") for its internal consumption. VAE is a key raw material for the Company. VAM is a key input for manufacturing VAE. VAE is considered to be the emulsion of the future and the key constituent for manufacturing environment friendly paints. VAE offers better paint properties and can significantly improve paint performance in customer facing attributes.

Asian Paints (Polymers) Private Limited ("APPPL"), wholly owned subsidiary of the Company, was incorporated for the purpose of setting up an in-house manufacturing facility for manufacturing of VAE and VAM in Dahej, Gujarat. In house manufacturing of VAE and VAM by APPPL would provide substantial sustainable cost efficiencies and will substitute the Company's dependence on imports.

During the year under review, the Board of Directors of the Company approved an additional capex cost of ₹ 690 crores on account of pre-operative expenses and certain escalations in project costs. The aggregate project cost now stands at ₹ 3,250 crores to be funded through a combination of equity funding by the Company and external debt financing.

In line with the capex proposal, the Company invested ₹ 500 crores in APPPL during the financial year 2024-25 and further invested ₹ 100 crores in APPPL after the end of the said financial year and upto the date of this Report. At present, the paid-up share capital of APPPL stands at ₹ 900 crores divided into 90,00,00,000 equity shares of ₹ 10 each.

iv. Increase in stake in SCIB Chemicals S.A.E.

During the year under review, APIPL, acquired further stake of 24.3% from the minority shareholders of its subsidiary SCIB Chemicals S.A.E., Egypt ("SCIB"), for a consideration of ₹ 34.46 crores (USD 4.1 million) resulting in its holding in SCIB increasing from 61.3% to 85.6%.

v. Voluntary Liquidation of A P International Doha Trading W.L.L.

During the year under review, A P International Doha Trading W.L.L., Qatar, a wholly owned subsidiary of APIPL, was voluntarily liquidated with effect from 26th November 2024 and consequently ceased to be a subsidiary of APIPL. Further, APIPL continues to operate in Qatar through its wholly owned subsidiary, Asian Paints Doha Trading W.L.L.

vi. Divestment of the Indonesia business

During the year under review, APIPL divested its entire stake in the subsidiary companies, PT Asian Paints Indonesia and PT Asian Paints Color Indonesia, to a Singapore based entity Berger Paints Singapore Pte Limited, subsidiary of Omega Property Investments Pty Ltd., Australia, for a consideration of ₹ 43.16 crores (SGD 6.7 million).

Consolidated Financial Statements

The said statement provides the details of the performance and financial position of each subsidiary and joint venture companies and their contributions to the overall performance of the Company.

In accordance with the provisions of the Act, Regulation 33 of the Listing Regulations, and applicable Indian Accounting Standards ("Ind AS"), the audited CFS of the Company for the financial year 2024-25, together with the Auditor's Report forms part of this Integrated Annual Report.

Pursuant to Section 136 of the Act, the audited financial statements, including the CFS and related information of the Company and the separate financial statements of each of the subsidiary companies, are available on the Company's website at https://www.asianpaints.com/AnnualReports.html. Any member desirous of inspecting or obtaining copies of the audited financial statements, including the CFS, may write to the Company Secretary at investor.relations@asianpaints.com.

Directors and Key Managerial Personnel

Board of Directors

As of 31st March 2025, the Board of Directors comprised of 12 Directors, 6 of which are Independent Director(s) (including a woman Independent Director), 5 Non-Executive Director(s) [Promoter(s) & Promoter(s) Group] and a Managing Director & CEO.

Change in Directorate

i. Appointment of Directors

Independent Director

The Board of Directors of the Company at their meetings held on 28th March 2024 and 10th September 2024, based on the recommendations of the Nomination and Remuneration Committee, *inter alia*, approved the following appointments, respectively, to the Board of Directors of the Company, subject to the approval of the shareholders of the Company:

a. Appointment of Dr. Gopichand Katragadda (DIN: 02475721) as an Additional and Independent Director of the Company for a period of five years with effect from 1st April 2024 to 31st March 2029.

b. Appointment of Mr. Varun Berry (DIN: 05208062) as an Independent Director of the Company for a period of five years with effect from 23rd October 2024 to 22nd October 2029.

In the opinion of the Board, Dr. Gopichand Katragadda and Mr. Varun Berry bring on board the required experience, integrity, expertise, and relevant proficiency which will add tremendous value to the Board in exercising their role effectively.

The requisite declarations and eligibility confirmations under the provisions of the Act and SEBI Regulations were received from Dr. Gopichand Katragadda and Mr. Varun Berry for considering their appointment as Independent Directors.

Board's Report (Contd.)

The brief profiles of Dr. Gopichand Katragadda and Mr. Varun Berry are given in the Board of Directors section forming part of this Integrated Annual Report and are also available on the Company's website at https://www.asianpaints.com/GovernanceStructure.html.

The appointment of Dr. Gopichand Katragadda and Mr. Varun Berry as the Independent Directors of the Company for the term as mentioned above was subsequently approved by the shareholders of the Company through special resolution passed with the requisite majority by way of postal ballot via remote e-voting on 8th May 2024 and 16th October 2024, respectively. Further details of the same are provided in the Report of Corporate Governance, forming part of this Integrated Annual Report.

Non-Executive Director

The Board of Directors at their meetings held on 9th May 2024 and 27th March 2025, based on the recommendations of the Nomination and Remuneration Committee, *inter alia* approved the following appointments, respectively, to the Board of Directors of the Company, subject to the approval of the shareholders of the Company:

a. Appointment of Ms. Nehal Vakil (DIN: 00165627) as a Non-Executive Director of the Company, who was holding office in casual vacancy up to the date of the 78th AGM of the Company held on 25th June 2024, was appointed as a Non-Executive Director of the Company, liable to retire by rotation with effect from the said date.

b. Appointment of Mr. Ashish Choksi (DIN:00059132) as an Additional and Non-Executive Director of the Company with effect from 1st April 2025.

The brief profiles of Ms. Nehal Vakil and Mr. Ashish Choksi are given in the Board of Directors section forming part of this Integrated Annual Report and are also available on the Company's website at https://www.asianpaints.com/GovernanceStructure.html.

The appointment of Ms. Nehal Vakil as a Non-Executive Director of the Company liable to retire by rotation was subsequently approved by the shareholders of the Company at the 78th AGM held on 25th June 2024.

Further, the Resolution for the appointment of Mr. Ashish Choksi as a Non-Executive Director is being placed for the approval of the shareholders of the Company at the ensuing AGM, whose office shall be liable to retire by rotation in terms of Section 152 of the Act. Details with respect to his experience, attributes, skills, disclosure of relationship between directors *inter-se*, directorships held in other companies, and committee memberships, etc., as stipulated under Regulation 36 of the Listing Regulations and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India ("ICSI"), have been disclosed in the Annexure to the Notice of the AGM.

ii. Resignation by Non-Executive Director

During the year under review, Mr. Jigish Choksi (DIN: 08093304), Non-Executive Director of the Company, had tendered his resignation to the Board of Directors of the Company, with effect from the close of business hours on 31st March 2025, to pursue his family business and other related interests.

The Board places on record sincere appreciation for his contribution towards the success of the Company, during his tenure as a Non-Executive Director on the Board of the Company.

iii. Retirement by rotation and subsequent re-appointment

In accordance with the provisions of Section 152 and other applicable provisions, if any, of the Act and the Articles of Association of the Company, Mr. Malav Dani (DIN: 01184336), Non-Executive Director of the Company, is liable to retire by rotation at the ensuing AGM and being eligible has offered himself for re-appointment.

Based on performance evaluation and recommendations of the Nomination and Remuneration Committee, the Board of Directors recommend his re-appointment as a Non-Executive Director of the Company, liable to retire by rotation.

The brief profile of Mr. Malav Dani is given in the Board of Directors section forming part of this Integrated Annual Report and is also available on the Company's website at https://www.asianpaints.com/GovernanceStructure.html.

The resolution for the re-appointment of Mr. Malav Dani is being placed for the approval of the shareholders of the Company at the ensuing AGM. The required information as stipulated under Regulation 36 of the Listing Regulations and Secretarial Standard on General Meetings issued by ICSI, has been disclosed in the Annexure to the Notice of the AGM.

The Managing Director & CEO and Independent Directors of the Company are not liable to retire by rotation.

During the year under review, none of the Directors of the Company is appointed as a Director on the Board of the subsidiaries.

Key Managerial Personnel

Mr. Amit Syngle, Managing Director & CEO, and Mr. R J Jeyamurugan, CFO, Company Secretary & Compliance Officer, are the Key Managerial Personnel ("KMP") of the Company in accordance with the provision of Sections 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

During the year under review, there were no changes in the KMP of the Company.

Directors' Responsibility Statement

Pursuant to Section 134 of the Act (including any statutory modification(s) and/or re-enactment(s) thereof for the time being in force), the Directors of the Company state that:

a. in the preparation of the annual accounts for the financial year ended 31st March 2025, the applicable Accounting Standards have been followed and there are no material departures from the same;

b. the Directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at 31st March 2025 and of the profits of the Company for the financial year ended 31st March 2025;

c. proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d. the annual accounts have been prepared on a 'going concern' basis;

e. proper internal financial controls laid down by the Directors are followed by the Company and that such internal financial controls are adequate and operating effectively; and

f. proper systems to ensure compliance with the provisions of all applicable laws were in place and that such systems are adequate and operating effectively.

The aforesaid statement has also been reviewed and confirmed by the Audit Committee of the Board of Directors of the Company.

Declaration from Directors

The Company has, *inter alia*, received the following declarations from all the Independent Directors confirming that:

a. they meet the criteria of independence as prescribed under the provisions of the Act, read with Schedule IV and Rules issued thereunder, and the Listing Regulations. There has been no change in the circumstances affecting their status as Independent Directors of the Company;

b. they have complied with the Code for Independent Directors prescribed under Schedule IV to the Act; and

c. they have registered themselves with the Independent Director's Database maintained by the Indian Institute of Corporate Affairs and have qualified the online proficiency self-assessment test or are exempted from passing the test as required in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualifications of Directors) Rules, 2014.

The Board of Directors of the Company have taken on record the declaration and confirmation submitted by the Independent Directors after undertaking due assessment of the veracity of the same.

None of the Directors of the Company are disqualified from being appointed as Directors as specified under Section 164(1) and 164(2) of the Act read with Rule 14(1) of the Companies (Appointment and Qualifications of Directors) Rules, 2014 or are debarred or disqualified by the Securities and Exchange Board of India ("SEBI"), Ministry of Corporate Affairs ("MCA") or any other such statutory authority.

All members of the Board and the Senior Management Personnel have affirmed compliance with the Code of Conduct for Board and Senior Management Personnel for the financial year 2024-25.

The Company had sought the following certificates from independent and reputed Practicing Company Secretaries confirming that:

a. none of the Directors on the Board of the Company have been debarred or disqualified from being appointed and/or continuing as Directors by the SEBI/MCA or any other such statutory authority.

b. independence of the Directors of the Company in terms of the provisions of the Act, read with Schedule IV and Rules issued thereunder and the Listing Regulations.

Board's Report (Contd.)

Number of Meetings of the Board

During the year under review, 10 meetings of the Board of Directors were held. The details of the meetings of the Board of Directors of the Company held and attended by the Directors during the financial year 2024-25 are given in the Report on Corporate Governance forming part of this Integrated Annual Report.

The maximum interval between any 2 meetings did not exceed 120 days, as prescribed by the Act and the Listing Regulations.

Familiarisation Programme for Independent Directors

All Independent Directors are familiarised with the operations and functioning of the Company at the time of their appointment and on an ongoing basis.

During the year under review, the Nomination and Remuneration Committee further strengthened and formalised the induction plan & familiarisation programme for the board members by ensuring organised exposure to the incoming Directors, adding structure, laying down clear accountability, ensuring internal and external interactions, complete access to any information relating to the Company, thereby ensuring holistic perspective of the Company's operations to enable the Non-Executive Directors to be in a position to take well informed decisions.

The details of the training and familiarisation programme are given in the Report of Corporate Governance forming part of this Integrated Annual Report and are also available on the Company's website at https://www.asianpaints.com/FamiliarisationProgramme.html.

Committees

As of 31st March 2025, the Board has 6 Committees: Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Risk Management Committee, Stakeholders Relationship Committee, and Investment Committee.

During the year, all recommendations of the Committees were approved by the Board.

A detailed note on the composition of the Board and its Committees, governance of committees including its terms of reference, number of committee meetings held during the financial year 2024-25, and attendance of the members, is provided in the Report of Corporate Governance forming part of this Integrated Annual Report. The composition and terms of reference of all the Committees of the Board of Directors of the Company are in line with the provisions of the Act and the Listing Regulations.

Auditors and Auditor's Report

Statutory Auditors

Deloitte Haskins & Sells LLP ("DHS"), Chartered Accountants (Firm's Registration No. 117366W/W-100018), are the Statutory Auditors of the Company and hold office till the conclusion of the 80th AGM for the financial year 2025-26.

DHS has confirmed that they are not disqualified from continuing as the Statutory Auditors of the Company and satisfy the prescribed eligibility criteria.

The profile of the Statutory Auditors is available on the Company's website at https://www.asianpaints.com/Auditors.html.

The Statutory Auditors have issued an unmodified opinion on the financial statements for the financial year 2024-25 and the Statutory Auditor's Report forming part of this Integrated Annual Report.

Secretarial Auditors

The Board of Directors of the Company, on the recommendation made by the Audit Committee, had appointed Dr. K. R. Chandratre, Practicing Company Secretary (FCS No.: 1370; CP No.: 5144 & Peer Review Certificate No.: 1206/2021), as the Secretarial Auditors of the Company for the financial year 2024-25.

The details of the reports and certificate received from Dr. K. R. Chandratre, for the financial year 2024-25, are as under:

a. Secretarial Audit Report under Section 204 of the Act read with Rules made thereunder and Regulation 24A of the Listing Regulations, is set out in Annexure (A-1) to this Report.

b. Secretarial Compliance Report in relation to compliance with all applicable SEBI Regulations/ Circulars/Guidelines issued thereunder, Secretarial Standards issued by the ICSI, pursuant to requirement of Regulation 24A of the Listing Regulations, is set out in Annexure (A-2) to this Report. The Secretarial Compliance Report has been voluntarily enclosed as a good disclosure practice.

c. Auditor's Certificate on Corporate Governance is annexed to the Report on Corporate Governance forming part of this Integrated Annual Report as required by Schedule V of the Listing Regulations.

The Secretarial Audit Report and Secretarial Compliance Report for the financial year 2024-25, does not contain any qualification, reservation, or adverse remark.

The Board of Directors of the Company, based on the recommendation made by the Audit Committee, and subject to the approval of the shareholders of the Company at the ensuing AGM, have approved the re-appointment of Dr. K. R. Chandratre, as the Secretarial Auditors of the Company to conduct the audit of the secretarial records for a period of five consecutive years from the financial year 2025-26 to the financial year 2029-30, in terms of provisions of Regulation 24A of the Listing Regulations read with SEBI Circular No. SEBI/HO/CFD/CFD-PoD-2/CIR/P/2024/185 dated 31st December 2024 and the Act.

Dr. K. R. Chandratre has given his consent and confirmed that he is not disqualified from being appointed as the Secretarial Auditor of the Company and satisfies the eligibility criteria.

The profile of the Secretarial Auditor is available on the Company's website at https://www.asianpaints.com/Auditors.html.

Cost Auditors

The Company has maintained cost records for certain products as specified by the Central Government under Section 148(1) of the Act. Joshi Apte & Associates, Cost Accountants (Firm Registration No. 000240), the Cost Auditors, are in the process of carrying out the cost audit for applicable products during the financial year 2024-25.

The profile of the Cost Auditors is available on the Company's website at https://www.asianpaints.com/Auditors.html.

The Board of Directors of the Company, on the recommendation made by the Audit Committee, re-appointed Joshi Apte & Associates, as the Cost Auditors of the Company to conduct the audit of cost records of applicable products for the financial year 2025-26 at a remuneration of ₹ 10,50,000 plus applicable taxes and reimbursement of out-of-pocket expenses at actuals. Joshi Apte & Associates, being eligible, have consented to act as the Cost Auditors of the Company for the financial year 2025-26 and have confirmed that they are not disqualified to be appointed as such.

The resolution for ratification of the proposed remuneration payable to Joshi Apte & Associates to audit the cost records of the Company for the financial year ending 31st March 2026, is being placed for the approval of the shareholders of the Company at the ensuing AGM.

The Cost Audit Report for the financial year 2023-24 does not contain any qualification, reservation, or adverse remark. The Cost Audit Report for the financial year 2024-25 will be submitted to the Central Government within the prescribed timelines.

Policy

During the year under review, the Board of Directors of the Company based on the recommendation of the Audit Committee, had, *inter alia,* approved the extension of the Policy on engagement of Statutory Auditors to the Secretarial Auditors and Cost Auditors.

Accordingly, the nomenclature of the Policy from the existing "Policy on engagement of Statutory Auditors of the Company" was revised to "Policy on engagement of Auditors of the Company".

The Policy on engagement of Auditors of the Company is available on the Company's website at https://www.asianpaints.com/AuditorsEngagementPolicy.html.

Internal Auditors

The Company has in place a robust Internal Audit function empowered by team of Chartered Accountants, Certified Internal Auditors, ISO-certified audit professionals, and Engineer. The Internal Audit function also collaborates with professional firms specializing in information technology audits, field audits, fraud risk assessment, and other specific areas of expertise. Risk based Internal Audit plan is approved and periodically reviewed by the Audit Committee. These internal audits follow a risk and control-based methodology and include the review of internal controls and governance processes, adherence to management policies, underlying system controls and statutory compliances.

The Chief Internal Auditor reports functionally to the Audit Committee and administratively to the Managing Director & CEO of the Company. The Chief Internal Auditor participates in the meetings of the Audit Committee and the Risk Management Committee. During the year, the Audit Committee met with the Internal Auditor without the presence of other management members.

The Internal Audit team utilizes cutting-edge technology for conducting audits, data analysis, fraud-risk analysis, and managing audits. The Chief Internal Auditor periodically shares findings on financial, safety, information security, compliance, reporting risks, and other critical risks with the Audit Committee, along with corrective and preventive action plans to arrest the underlying risks.

Board's Report (Contd.)

The Company has a well-established Internal Audit Charter to enhance the governance mechanism, elaborate the scope of work of the internal audit function, specify the reporting structure of the Chief Internal Auditor, and outline the authority and responsibilities of the Chief Internal Auditor. An abridged version of the Internal Audit Charter is available on the Company's website at https://www.asianpaints.com/AbridgedIACharter.html.

Reporting of Frauds by Auditors

None of the Auditors of the Company has identified and reported any fraud as specified under the second proviso of Section 143(12) of the Act.

Related Party Transactions

Related party transactions at Asian Paints

The Company has been entering into transactions with related parties, including entities directly and/or indirectly controlled by members of the Promoter(s) & Promoter(s) Group, for its business purposes for more than three decades. These transactions primarily include transactions relating to the purchase of raw materials, packing materials, intermediaries, and such other transactions permissible and provided for under the provisions of the Act, the Listing Regulations, and the Income-Tax laws.

The related parties with which the Company contracts:

a. primarily supply their products to the Company;

b. bring in advanced and innovative technology for the benefit of the Company;

c. customise their products to suit the Company's specific requirements; and

d. help in enhancing the Company's purchase cycles and assure just in time supply with resultant benefits – notably on working capital.

All of the aforementioned benefits provide the Company a competitive and cost advantage in the market, without compromising on the quality/service levels and based on sound commercial judgement.

The Company follows robust internal processes before entering into transactions with related parties and the considerations which govern the transactions with related parties are the same as those applicable for other vendors of the Company. All the transactions are undertaken for the benefit of the Company and in compliance with the applicable laws. None of the transactions are prejudicial to the interest of the Company.

In order to ensure transparency and arm's length pricing for such supplies by related parties, the Company seeks multiple quotes from related parties and unrelated parties of equal standing and appoints a related party only if such party offers competitive terms, including pricing, as compared to unrelated parties. Along with pricing, manufacturing capabilities to effectively serve the Company's requirements and quality parameters are primary factors taken into consideration.

Further, the Audit Committee seeks advice from external consultants and experts on determining, as and when required, whether a particular transaction which is being considered by the Audit Committee would be regarded on an arms' length basis or otherwise.

As a part of the Company's annual planning process, before the beginning of a financial year, details of all the transactions proposed to be executed with related parties, including the estimated amount of transactions to be executed, manner of determination of pricing and commercial terms, etc. are presented to the Audit Committee for its consideration and approval. The details of said transactions are also placed before the Board of Directors for their information. The Director, if interested in a transaction, does not participate in the meeting during the discussions relating to that transaction.

Further approval is sought during the year for any new transaction/modification to the previously approved limits/terms of contracts with the related parties. This is followed by a quarterly review of the related party transactions by the Audit Committee.

Policy

During the year under review, the Board of Directors based on recommendations of the Audit Committee approved and took note of the revision to the Policy on dealing with and materiality of Related Party Transactions and framework for transaction with related parties of the Company to incorporate the following changes in terms of amendments to the law and further enhance the governance mechanism:

- Enhancing the list of information to be provided at the time of seeking approval of the Audit Committee and/or Board of Directors, and the Shareholders of the Company, as the case maybe.
- Including norms with respect to ratification of related party transactions.
- Addition/Deletion/Modification to the list of nature of transactions forming part of the framework for determination of arm's length price for transactions with related parties.
- Other cosmetic changes, as may be necessary.

The Company's Policy on dealing with and materiality of related party transactions is available on its website at https://www.asianpaints.com/RPTPolicy.html.

Review

All transactions with related parties were reviewed and approved by the Audit Committee and were in accordance with the Policy on dealing with and materiality of related party transactions.

There are no materially significant related party transactions that may have potential conflict with the interest of the Company at large.

All contracts/arrangements/transactions entered into by the Company during the year under review with related parties were in the ordinary course of business and on arm's length basis in terms of the provisions of the Act. Further, there are no contracts or arrangements entered into under Section 188(1) of the Act, hence no justification has been separately provided in that regard.

Statutory Disclosures

The details of the related party transactions as per Ind AS-24 on Related Party Disclosures are set out in Note no. 37 to the standalone financial statements of the Company.

The Company in terms of Regulation 23 of the Listing Regulations submits on the date of publication of its standalone and consolidated financial results for the half year, disclosures of related party transactions, in the format specified by the SEBI. The said disclosures are available on the Company's website at https://www.asianpaints.com/StatutoryFilings.html.

Form AOC-2 pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014, is set out in Annexure (B) to this Report.

Internal Controls

The Company has established robust internal control systems that are well-suited to the nature, size, scale, and complexity of its operations. These systems are implemented across all processes, units, and functions. The internal control framework, comprising policies, procedures and applications, is designed to ensure effective management of the Company's operations, safeguard its assets, optimize resource utilization, ensure the reliability of financial information, and ensure compliance with relevant regulations.

In line with dynamic business requirement of growing size and complexity of the Company's operations, these systems and procedures are periodically reviewed and updated. The Audit Committee also regularly assesses the adequacy and effectiveness of the internal control systems and provides guidance for further enhancements. The Company ensures timely implementation of additional measures to enhance the internal controls.

Internal Financial Controls related to Financial Statements

The Company has implemented a comprehensive Internal Financial Controls System over financial reporting to ensure that all transactions are authorized, recorded, and reported accurately and promptly. This system provides reasonable assurance regarding the integrity and reliability of the Company's financial statements.

Detailed work instructions, standard operating procedures, policies, processes, and manuals have been established to delineate roles, responsibilities, and required actions. Functional heads are accountable for ensuring compliance with all laws and regulations, as well as with the policies and procedures set forth by management.

The Company's Enterprise Resource Planning ("ERP") system SAP-RISE is effectively leveraged and implemented for day-to-day transaction accounting and financial reporting. This ERP system, along with allied information technology solutions, provides a robust technology architecture for financial reporting controls. The Company's investment in advanced automation systems has enabled automated accounting and financial closing procedures, resulting in improved accuracy and faster financial reporting with minimal manual intervention. The preparation of financial statements has been automated to ensure end-to-end system-driven reporting across the Group, thereby reducing the potential for manual errors.

The Company's Shared Services Centre has advanced the digitalization journey, achieving aggressive targets for on-time payment processing with near zero errors. Efforts towards digital processing, touchless processing, the use of virtual assistants, on-the-fly intelligence tools, optical character recognition technology, and mobile apps for employee reimbursements, car hire, hotel, and

Board's Report (Contd.)

travel booking have significantly enhanced stakeholder satisfaction and process efficiency. The Company continues to invest in new technology to enable smoother and error-free processes.

The Company actively monitors changes to Accounting Standards, the Act, and other applicable regulations, making necessary adjustments to underlying systems, processes, and financial controls to ensure compliance. With increasing business complexities, detailed accounting and financial treatments are determined for new products, services, assets, commitments, contracts, and arrangements. All resultant policy changes and their financial impacts are disclosed to the Audit Committee after validation with the Statutory Auditors.

The Company has refreshed the Risk Assessment and Control Matrix for all processes involved in financial reporting and periodically tests them for design and operational effectiveness. The results of these tests are reported to the Audit Committee. The Company has further strengthened its controls by identifying areas of improvement and implementing actions through automation and enhanced data analysis.

The Company's standalone financial results are audited quarterly by its Statutory Auditors. Uniform accounting policies are followed by subsidiary companies, and international subsidiaries provide the necessary information for account consolidation in the prescribed format. The accounts of subsidiary and joint venture companies are audited and certified by their respective Statutory Auditors for consolidation. Additionally, the Company has implemented an audit trail on the books of accounts.

Vigil Mechanism

The Company promotes ethical behaviour in all its business activities and is in line with the best governance practices. The Company has a robust vigil mechanism through its Whistle Blower Policy approved and adopted by the Board of Directors of the Company in compliance with the provisions of Section 177(10) of the Act and Regulation 22 of the Listing Regulations.

The Company has engaged an agency to manage the "Ethics Hotline" which can be used to, *inter alia*, anonymously report any instances of financial irregularities, breach of code of conduct, abuse of authority, disclosure of financial/unpublished price sensitive information other than for legitimate purposes, unethical/unfair actions concerning Company vendors/ suppliers, malafide manipulation of Company records, discrimination to the Code of Conduct in an anonymous manner.

The Policy also provides adequate protection to all its stakeholders who report unethical practices and irregularities.

Any incidents that are reported are investigated and suitable action is taken in line with the Company's Whistle Blower Policy. No person is denied access to the Audit Committee.

The Whistle Blower Policy aims to:

a. allow and encourage stakeholders to bring to the management's notice concerns about unethical behaviour;
b. provide protection against victimisation;
c. access to the higher levels of supervisors and/or to the Chairman of the Audit Committee, in appropriate or exceptional cases;
d. ensure timely and consistent organisational response; and
e. build and strengthen a culture of transparency and trust.

The Whistle Blower Policy has been appropriately communicated within the Company and its Group and is also available on the Company's website at https://www.asianpaints.com/WBPolicy.html.

Compliance Management

The Company has implemented a robust digital platform for end-to-end legal compliance management, ensuring adherence to all applicable laws across its operations. This system provides automated alerts to compliance owners for timely action on statutory obligations and features a dedicated license management module to track renewals across locations, with renewal alerts aligned to regulatory timelines.

The compliance owners are required to certify the status of their respective obligations, which is then reviewed by designated approvers. A consolidated compliance dashboard is shared with functional heads and the Compliance Officer. A quarterly compliance certificate, incorporating any corrective or preventive actions taken, is presented to the Audit Committee and the Board of Directors.

During the year, the system was extended to cover our International Units, enhancing global compliance oversight. Additionally, the Company engaged an expert to revamp the compliance checklist, enabling more granular tracking of compliance requirements.

The Company also operates a centralized automated tool for managing regulatory communications, including show cause notices, inspection and visit reports, and correspondence from statutory authorities. This tool issues alerts to Central Functions and Business Heads upon receipt of any notice, facilitates review and input on draft responses, tracks notice resolution status across locations, links related notices from the same authority, and generates customized dashboards and reports to support informed decision-making and oversight.

Nomination and Remuneration Policy

The Nomination and Remuneration Policy of the Company, *inter alia*, provides that the Nomination and Remuneration Committee shall: (i) formulate the criteria for Board membership, including the appropriate mix of Executive & Non-Executive Directors; (ii) lay down the criteria for appointment in Senior Management positions; (iii) approve and recommend compensation packages and policies for Directors and Senior Management; (iv) lay down the process for the effective manner of performance evaluation of the Board, its Committees and the Directors; and (v) play the role of Compensation Committee in accordance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, and administer the Asian Paints Employee Stock Option Plan 2021.

During the year under review, the Nomination and Remuneration Policy was revised, *inter alia*, to bring it in line with the recent amendments to law.

The salient features of the Nomination and Remuneration Policy of the Company are outlined in the Report of Corporate Governance forming part of this Integrated Annual Report. The Policy is also available on the Company's website at https://www.asianpaints.com/NRCPolicy.html.

Remuneration of Directors, Key Managerial Personnel and Senior Management

The remuneration paid to the Directors, Key Managerial Personnel and Senior Management is in accordance with the Nomination and Remuneration Policy formulated in accordance with Section 178 of the Act and Regulation 19 read with Schedule II of the Listing Regulations. Details on the same are given in the Report of Corporate Governance forming part of this Integrated Annual Report.

Mr. Amit Syngle, Managing Director & CEO of the Company, has not received any remuneration or commission from any of the subsidiary companies.

Further, the Company does not have any holding company, hence, a circumstance of any remuneration or commission from a holding company does not arise.

The information required under Section 197 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of Directors and employees of the Company is set out in Annexure (C) to this Report.

Board Evaluation

The Nomination and Remuneration Policy of the Company empowers the Nomination and Remuneration Committee to formulate a process for effective evaluation of the performance of the Individual Directors, Committees of the Board, and the Board as a whole.

The detailed process of evaluation and the outcomes thereto are set out in the Report of Corporate Governance forming part of this Integrated Annual Report.

Asian Paints Employee Stock Option Plan 2021 ("2021 Plan")

The Asian Paints Employee Stock Option Plan 2021 ("2021 Plan") as approved by the shareholders of the Company was introduced to incentivise, retain, and attract key talent through a performance-based stock option grant program and consequently enhance shareholder value. The 2021 Plan aims to create a sense of ownership among the eligible employees of the Company and its subsidiaries and to align their medium and long-term compensation with the Company's performance.

The vesting criteria are primarily based on the achievement of annual performance parameters by the eligible employees, number of years of service, and such other criteria as may be prescribed by the Nomination and Remuneration Committee i.e., the Administrator, from time to time.

The details of the stock options granted under the 2021 Plan and the disclosures in compliance with the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI SBEB Regulations") are set out in Annexure (D) and are available on the Company's website at https://www.asianpaints.com/AnnualReports.html.

The 2021 Plan is being implemented in accordance with the provisions of the Act and the SEBI SBEB Regulations. and is available on the Company's website at https://www.asianpaints.com/ESOPplan.html.

The certificate from the Secretarial Auditor on the implementation of the 2021 Plan in accordance with Regulation 13 of the SEBI SBEB Regulations, has been uploaded on the Company's website at https://www.asianpaints.com/AnnualReports.html. The certificate will also be available for electronic inspection by the members during the AGM of the Company.

Board's Report (Contd.)

Corporate Social Responsibility ("CSR")

During the financial year 2024-25, the Company has spent ₹ 109.26 crores towards CSR expenditure, including set-off of excess CSR spends of ₹ 0.45 crore made by the Company in the previous financial years, in terms of the CSR annual action plan approved by the CSR Committee and the Board of Directors, from time to time. The CSR initiatives of the Company were under the thrust area of health & hygiene, enhancing vocational skills and water stewardship.

The CSR annual action plan of the Company for the financial years 2024-25 and 2025-26 is available on the Company's website at https://www.asianpaints.com/about-us.html.

The CSR Committee confirms that the implementation and monitoring of the CSR Policy was done in compliance with the CSR objectives and policy of the Company.

The Company's CSR Policy statement and annual report on the CSR activities undertaken during the financial year ended 31st March 2025, in accordance with Section 135 of the Act and the Companies (Corporate Social Responsibility Policy) Rules, 2014 ("CSR Rules") is set out in Annexure (E) to this Report. During the year, no revision was made to the CSR Policy of the Company.

A synopsis of the report of the independent agency for the CSR projects, to which impact assessment is applicable in terms of the provisions of Section 135 of the Act read with the CSR Rules, has been provided as part of the said annual report on CSR activities. The detailed report is available on the Company's website at https://www.asianpaints.com/about-us.html.

Risk Management

The Company acknowledges that risk is a fundamental aspect of business and is committed to managing risks proactively and efficiently. Success as an organisation relies on the ability to identify opportunities and manage risks. The Company employs a disciplined process for continuously assessing risks in both internal and external environments while minimising their impact.

This includes regularly conducting risk assessments to identify potential threats and opportunities that could impact the Company's objectives. The Company employs a structured approach to risk management, which encompasses risk identification, risk evaluation, risk mitigation, and risk monitoring.

The Company regularly identifies uncertainties and after assessing them, devises short-term and long-term actions to mitigate any risk which could materially impact the Company's long-term plans. The Company incorporates these risk mitigation steps in its strategy and operating plans, ensuring that all identified risks are adequately addressed. This involves developing action plans to reduce the likelihood and impact of risks occurring, as well as contingency plans to manage risks if they do materialise.

Through continuous monitoring and review, the Company ensures that its risk management practices remain effective and responsive to the changing business environment. This ongoing process helps to enhance the Company's resilience and ability to achieve sustainable growth.

The Company's Risk Management process aims to create value in uncertainty, ensure good governance, meet stakeholder expectations, and enhance resilience and sustainable growth.

The Company has in place a Risk Management Policy which articulates the approach to address the uncertainties in its endeavour to achieve its stated and implicit objectives. The Risk Management Committee of the Company has been entrusted by the Board with the responsibility of reviewing the risk management process in the Company and to ensure that all short-term and long-term implications of key strategic and business risks are identified and addressed by the management. The Audit Committee takes the mantle of reviewing the risk management systems of the Company.

The Company periodically reviews and improves the adequacy and effectiveness of its risk management systems considering the rapidly changing business environment and evolving complexities. The Company, through the risk management process, aims to contain the risk within the risk appetite.

There are no risks which in the opinion of the Board threaten the existence of the Company. Further, some of the risks that may pose challenges and strategies to mitigate those risks are set out in the Governance section forming part of this Integrated Annual Report.

The Risk Management Policy of the Company is available on the Company's website at https://www.asianpaints.com/RMPolicy.html.

Integrated Annual Report

The Company continues with its integrated reporting journey in the current financial year, aligning with its purpose of Bringing joy to people's lives. This is the 5th year of publication of the Integrated Annual Report of the Company in line with the <IR> framework published by the International Financial Reporting Standards Foundation ("IFRS").

The Global Reporting Initiative reported in this Integrated Annual Report have been subject to Reasonable/Limited Assurance. The Assurance Report issued by Deloitte Haskins & Sells LLP has been annexed to this Integrated Annual Report.

The Integrated Annual Report comprises both financial and non-financial information to illustrate how different 'capitals' are deployed to enable the creation of value, thereby enabling the members to make well-informed decisions and have a better understanding of the Company's long-term perspective and value creation for all the stakeholders.

The Integrated Annual Report, like last year, is structured around Environmental, Social and Governance ("ESG") commitments and how they are integrated into the Company's business strategy. The Company's focus on creating sustainable operations, supported by empowered people and world-class governance, helps to build and grow the Company's business seamlessly.

The key initiatives taken by the Company, *inter alia*, with respect to the stakeholder engagement, ESG, Health & Safety of employees/workers, and progress against ESG commitments have been provided separately under various sections of this Integrated Annual Report.

The Board acknowledges its responsibility for the integrity of the report and the information contained therein.

Corporate Governance Report

In compliance with Regulation 34(3) of the Listing Regulations, a separate report on the Corporate Governance, as stipulated under the Listing Regulations is presented in a separate section forming part of this Integrated Annual Report.

Business Responsibility and Sustainability Report

In compliance with Regulation 34(2)(f) of the Listing Regulations, the Business Responsibility and Sustainability Report ("BRSR") on the environmental, social, and governance disclosures, including BRSR Core consisting of Key Performance Indicators as stipulated under the Listing Regulations is presented in a separate section forming part of this Integrated Annual Report.

Annual Return

In accordance with Section 92(3) read with Section 134(3)(a) of the Act and the Companies (Management and Administration) Rules, 2014, the Annual Return of the Company as of 31st March 2025 in Form MGT-7, is available on the Company's website at https://www.asianpaints.com/AnnualReturnFY2024-25.html. The Annual Return will be submitted to the Registrar of Companies within the timelines prescribed under the Act.

Policy on Prevention of Sexual Harassment at Workplace

As per the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("the Prevention of Sexual Harassment Act"), the Company has formulated a Policy on Prevention of Sexual Harassment at Workplace for prevention, prohibition and redressal of sexual harassment at workplace and an Internal Complaints Committee has also been set up to redress any such complaints received.

The Company is committed to providing a safe and conducive work environment to all of its employees and associates. Further, the Policy also gives shelter to contract workers, probationers, temporary employees, trainees, apprentices of the Company and any person visiting the Company at its office.

The Company periodically conducts sessions for employees across the organisation to build awareness about the Policy and the provisions of the Prevention of Sexual Harassment Act.

Complaints of sexual harassment received during the financial year 2024-25 by the Company were investigated in accordance with the procedures prescribed and adequate steps were taken to resolve them. Further details with respect to the complaints of sexual harassment are provided in the Report on Corporate Governance forming part of this Integrated Annual Report.

The Company's Policy for prevention of sexual harassment is available on the Company's website at https://www.asianpaints.com/POSHPolicy.html.

Registrar and Share Transfer Agent

During the year under review, Link Intime India Private Limited, Registrar and Share Transfer Agent ("RTA") of the Company has changed its name to 'MUFG Intime India Private Limited' ("MIIPL") with effect from 31st December 2024.

MIIPL is now the RTA of the Company.

Share Capital

During the financial year 2024-25, there was no change in the authorised, issued, subscribed, and paid-up share capital of the Company.

Board's Report (Contd.)

Confirmations

a. During the year under review, the Company has not:
   (i) issued any shares, warrants, debentures, bonds, or any other convertible or non-convertible securities.
   (ii) issued equity shares with differential rights as to dividend, voting or otherwise.
   (iii) issued any sweat equity shares to its Directors or employees.
   (iv) made any change in voting rights.
   (v) reduced its share capital or bought back shares.
   (vi) changed the capital structure resulting from restructuring.
   (vii) failed to implement any corporate action.

b. The Company's securities were not suspended for trading during the year.

c. The disclosure pertaining to the explanation for any deviation or variation in connection with certain terms of a public issue, rights issue, preferential issue, etc., is not applicable to the Company.

Unclaimed Dividend

In terms of applicable provisions of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), unclaimed dividend amounting to ₹ 3.01 crores was transferred by the Company to the Investor Education and Protection Fund ("IEPF"), established by the Government of India, during the year under review.

Further, 1,12,193 shares were transferred to the demat account of the IEPF Authority during the year under review, in accordance with the IEPF Rules, as the dividend(s) has not been claimed by the shareholders on those shares for 7 consecutive years or more.

The details of unclaimed dividend lying in the unclaimed dividend accounts of the Company and details of resultant benefits arising out of shares already transferred to IEPF as on 31st March 2025 is provided in the General Shareholder Information section forming part of this Integrated Annual Report.

Significant and Material Orders passed by the Regulators or Courts

There are no significant and material orders passed by the Regulators or Courts or Tribunals impacting the going concern status of the Company and its operations in the future.

The Competition Commission of India ("Commission") had passed a *prima facie*, Order dated 14th January 2020 directing the Director General ("DG") to conduct an investigation against the Company, under the provisions of Section 26(1) of the Competition Act, 2002 ("the Competition Act"). Based on this Order, the DG initiated the investigation against the Company and on 17th December 2021 submitted its consolidated Investigation Report to the Commission.

The Hon'ble Commission vide its Order dated 8th September 2022 had noted that the Company has not contravened any charging sections i.e., Sections 3(4) and 4 read with Section 3(1) of the Competition Act. The said Order of the Hon'ble Commission has been appealed in the National Company Law Appellate Tribunal by the complainants.

Loans and Investments

Details of loans, guarantees and investments covered under the provisions of Section 186 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014, as on 31st March 2025, are set out in Note no. 35(B) to the standalone financial statements of the Company.

Deposits

During the year under review, the Company has not accepted any deposit within the meaning of Sections 73 and 74 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014.

Compliance with Secretarial Standards

The Company has complied with Secretarial Standards issued by the ICSI on Meetings of the Board of Directors, General Meetings, and voluntarily the Secretarial Standards on Dividend and Report of the Board of Directors.

Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo

The information on the conservation of energy, technology absorption and foreign exchange earnings and outgo as stipulated under Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014, is set out in the Annexure (F) to this Report.

Awards and Accolades

The details of some of the significant accolades earned by the Company during the financial year 2024-25 have been provided in the Awards & Recognition section forming part of this Integrated Annual Report.

Other Disclosures

During the year under review:

a. No credit rating has been obtained by the Company with respect to its securities. Further, the details of the credit rating obtained by the Company with respect to its long-term and short-term borrowings have been provided separately in the General Shareholder Information section forming part of this Integrated Annual Report.

b. No application has been made under the Insolvency and Bankruptcy Code, 2016. Hence, the requirement to disclose the details of the application made or any proceeding pending under the said Code during the year along with their status as at the end of the financial year is not applicable.

c. The requirement to disclose the details of the difference between the amount of the valuation done at the time of one-time settlement and the valuation done while taking a loan from the Banks or Financial Institutions along with the reasons thereof, is not applicable.

Appreciation

The Board of Directors place on record sincere gratitude to all employees for their unwavering dedication, resilience, and collaborative spirit. With such a strong foundation and shared vision, we are confident in our ability to drive continued success in the years ahead.

The Board conveys its appreciation for its customers, shareholders, suppliers as well as vendors, bankers, business associates, regulatory, and government authorities for their continued support.

For and on behalf of the Board of Directors

R Seshasayee
Chairman
(DIN:00047985)

Place: Chennai
Date: 8th May 2025

Annexure (A-1) to Board's Report

Secretarial Audit Report for the financial year ended 31st March 2025

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To:
The Members,
Asian Paints Limited,
6A & 6B, Shantinagar,
Santacruz (East),
Mumbai – 400 055,
Maharashtra, India.

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Asian Paints Limited (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided me a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing my opinion thereon.

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the audit period covering the financial year ended on 31st March 2025 ("Audit Period") complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 31st March 2025 according to the provisions of:

(i) The Companies Act, 2013 ("the Act") and the rules made thereunder;

(ii) The Securities Contracts (Regulation) Act, 1956 and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Overseas Direct Investment. There were no Foreign Direct Investment and External Commercial Borrowings transactions during the Audit period;

(v) The following Regulations prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act"): -

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not applicable to the Company during the Audit Period);

(d) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;

(e) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (Not applicable to the Company during the Audit Period);

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Act and dealing with client;

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (Not applicable to the Company during the Audit Period); and

(h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (Not applicable to the Company during the Audit Period).

(vi) **I further report that**, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof on test-check basis, the Company has complied with the following laws applicable specifically to the Company:

(a) The Water (Prevention and Control of Pollution) Act, 1974 and the Water (Prevention and Control of Pollution) Rules, 1975;

(b) The Air (Prevention and Control of Pollution) Act, 1981 and the Air (Prevention and Control of Pollution) Rules, 1982;

(c) The Environment Protection Act, 1986 and Rules & Regulations thereunder;

(d) The Manufacture, Storage and Import of Hazardous Chemicals Rules, 1989;

(e) The Legal Metrology Act, 2009 and Rules & Regulations thereunder;

(f) The Regulation on Lead Contents in Household and Decorative Paints Rules, 2016; and

(g) The Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016.

I have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards with respect to Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) issued by the Institute of Company Secretaries of India; and

(ii) Listing Agreements entered into by the Company with BSE Limited and National Stock Exchange of India Limited read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

I further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.

Adequate notice is given to all directors to schedule the Board meetings, agenda and detailed notes on agenda were generally sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions at the Board meetings and Committee meetings were carried out unanimously as recorded in the minutes of the meetings of the Board of Directors or Committees of the Board, as the case may be.

I further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

I further report that during the audit period, the Hon'ble National Company Law Tribunal, Mumbai Bench ("NCLT"), vide its Order dated 24th January 2025, sanctioned the Scheme of Amalgamation of Maxbhumi Developers Limited and Sleek International Private Limited (Transferor Companies), wholly-owned subsidiaries of Asian Paints Limited (Transferee Company/the Company), with the Company [Scheme].

The appointed date for the said Scheme is 1st April 2024 and effective date is 1st March 2025 i.e. the date of filing of the certified copy of the Hon'ble NCLT Order sanctioning the Scheme of Amalgamation, with the Registrar of Companies, Maharashtra, at Mumbai by the Transferor Companies and the Company.

Dr. K. R. Chandratre
FCS No.: 1370, C. P. No.: 5144

Place: Pune
Date: 8th May 2025

UDIN: F001370G000300713
Peer Review Certificate No.: 1206/2021

This report is to be read with my letter of even date which is annexed as Annexure and forms an integral part of this report.

Annexure (A-1) to Board's Report (Contd.)

Annexure to the Secretarial Audit Report

To:
The Members,
Asian Paints Limited,
6A & 6B, Shantinagar,
Santacruz (East),
Mumbai – 400 055,
Maharashtra, India.

My report of even date is to be read along with this letter:

1. Maintenance of secretarial records is the responsibility of the management of the Company. My responsibility is to express an opinion on these secretarial records based on my audit.

2. I have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test-check basis to ensure that correct facts are reflected in secretarial records. I believe that the process and practices I followed provide a reasonable basis for my opinion.

3. I have not verified the correctness and appropriateness of financial records and books of accounts of the Company.

4. Wherever required, I have obtained Management Representation about the compliance of laws, rules and regulations and happening of events, etc.

5. The compliance of the provisions of corporate and other applicable laws, rules, regulations, standards is the responsibility of management. My examination was limited to the verification of procedures on test-check basis.

6. The Secretarial Audit Report is neither an assurance as to future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

Dr. K. R. Chandratre
FCS No.: 1370, C. P. No.: 5144

Place: Pune
Date: 8th May 2025

UDIN: F001370G000300713
Peer Review Certificate No.: 1206/2021

Annexure A-2 to Board's Report

Secretarial Compliance Report of Asian Paints Limited for the financial year ended 31st March 2025

[Pursuant to Regulation 24A(2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

I have examined:

(a) all the documents and records made available to us and explanation provided by Asian Paints Limited ("the listed entity"),

(b) the filings/submissions made by the listed entity to the stock exchanges,

(c) website of the listed entity,

(d) any other document/filing, as may be relevant, which has been relied upon to make this certification,

for the year ended **31st March 2025** ("Review Period") in respect of compliance with the provisions of:

(a) the Securities and Exchange Board of India Act, 1992 ("SEBI Act") and the Regulations, circulars, guidelines issued thereunder; and

(b) the Securities Contracts (Regulation) Act, 1956, rules made thereunder and the Regulations, circulars, guidelines issued thereunder by the Securities and Exchange Board of India ("SEBI");

The specific Regulations, whose provisions and the circulars/guidelines issued thereunder, have been examined, include:

(a) Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR");

(b) Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 (Not applicable to the listed entity during the Review Period);

(c) Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(d) Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018 (Not applicable to the listed entity during the Review Period);

(e) Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SBEB Regulations");

(f) Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 (Not applicable to the listed entity during the Review Period);

(g) Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

and based on the above examination, I hereby report that, during the Review Period:

(a) The listed entity has complied with the provisions of the above Regulations and circulars/ guidelines issued thereunder.

(b) The listed entity has taken the following actions to comply with the observations made in the previous reports: Not Applicable.

In respect of following matters, the listed entity, during the review period, has complied with as specified below:

Sr. No.	Particulars	Compliance Status (Yes/No/NA)	Observations / Remarks by PCS
1.	**Secretarial Standards** The compliances of the listed entity are in accordance with the applicable Secretarial Standards (SS) with respect to Meetings of the Board of Directors (SS-1) and General Meetings (SS-2) issued by The Institute of Company Secretaries of India (ICSI).	Yes	-
2.	**Adoption and timely updation of the Policies:** (a) All applicable policies under SEBI Regulations are adopted with the approval of Board of Directors of the listed entity; and (b) All the policies are in conformity with SEBI Regulations and have been reviewed and timely updated as per the regulations/circulars/guidelines issued by SEBI.	Yes	-

Annexure (A-2) to Board's Report (Contd.)

Sr. No.	Particulars	Compliance Status (Yes/No/NA)	Observations / Remarks by PCS
3.	**Maintenance and disclosures on Website:** (a) The listed entity is maintaining a functional website; (b) Timely dissemination of the documents/ information under a separate section on the website; and (c) Web-links provided in annual corporate governance reports under Regulation 27(2) of the SEBI LODR are accurate and specific which re-directs to the relevant document(s)/section of the website.	Yes	-
4.	**Disqualification of Director:** None of the Director(s) of the listed entity is disqualified under Section 164 of Companies Act, 2013.	Yes	-
5.	**Details related to subsidiaries of listed entity examined with respect to:** (a) Identification of material subsidiary companies; and (b) Requirements with respect to disclosure of material as well as other subsidiaries.	Yes	-
6.	**Preservation of documents:** The listed entity is preserving and maintaining records as prescribed under SEBI Regulations and disposal of records as per Policy of Preservation of Documents and Archival policy prescribed under the SEBI LODR.	Yes	-
7.	**Performance Evaluation:** The listed entity has conducted performance evaluation of the Board, Independent Directors and the Committees at the start of financial year as prescribed in SEBI Regulations.	Yes	-
8.	**Related Party Transactions:**		
	(a) The listed entity has obtained prior approval of Audit Committee for all related party transactions; and	Yes	-
	(b) In case where no prior approval was obtained, the listed entity provided detailed reasons along with confirmation that the transactions are being subsequently approved/ratified/rejected by the Audit committee.	NA	No such instances observed
9.	**Disclosure of events or information:** The listed entity has provided all the required disclosure(s) under Regulation 30 read with Schedule III to the SEBI LODR within the time limits prescribed thereunder.	Yes	-
10.	**Prohibition of Insider Trading:** The listed entity is in compliance with Regulation 3(5) and 3(6) of the SEBI (Prohibition of Insider Trading) Regulations, 2015.	Yes	-
11.	**Actions taken by SEBI or Stock Exchange(s), if any:** No Action has been taken against the listed entity/its promoters/directors/ subsidiaries either by SEBI or by Stock Exchanges (including under the Standard Operating Procedures issued by SEBI through various circulars) under SEBI Regulations and circulars/guidelines issued thereunder.	Yes	-
12.	**Resignation of statutory auditors from the listed entity or its material subsidiaries, if any:** In case of resignation of statutory auditor from the listed entity or any of its material subsidiaries during the financial year, the listed entity and / or its material subsidiary(ies) has / have complied with paragraph 6.1 and 6.2 of section V-D of chapter V of the Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 for compliance with the provisions of the SEBI LODR by listed entities.	NA	No such instance occurred
13.	**Compliance with requirements for disclosure of Employee Benefit Scheme Documents in terms of regulation 46(2)(za) of the SEBI LODR:**		
	(a) In terms of SEBI Circular No. SEBI/ HO/ CFD/ CFD - PoD-2/ CIR/P/2024/185 dated December 31, 2024 on Implementation of recommendations of the Expert Committee for facilitating ease of doing business for listed entities – As required under the SBEB Regulations, the listed entity has uploaded the Employee Benefit scheme documents on its website after obtaining shareholders' approval.	Yes	-
	(b) The uploaded documents on the website have minimum information to be disclosed to shareholders.	Yes	-
	(c) The rationale for redacting information from the documents and the justification as to how such redacted information would affect competitive position or reveal commercial secrets of the listed entity was placed before the board of directors for consideration and approval.	NA	No redaction done
14.	**Additional Non-compliances, if any:** No additional non-compliance observed for any SEBI regulations/circulars/guidance notes, etc.	Yes	-

Assumptions and Limitation of Scope and Review:

1. Compliance of the applicable laws and ensuring the authenticity of documents and information furnished, are the responsibilities of the management of the listed entity.
2. My responsibility is to report based upon my examination of relevant documents and information. This is neither an audit nor an expression of opinion.
3. I have not verified the correctness and appropriateness of Financial Records and Books of Accounts of the listed entity.
4. This Report is solely for the intended purpose of compliance in terms of Regulation 24A (2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and is neither an assurance as to the future viability of the listed entity nor of the efficacy or effectiveness with which the management has conducted the affairs of the listed entity.

Dr. K. R. Chandratre
FCS No.: 1370, C. P. No.: 5144

Place: Pune
Date: 8th May 2025

UDIN: F001370G000300746
Peer Review Certificate No.: 1206/2021

Annexure (B) to Board's Report

Form AOC-2

[Pursuant to Section 134(3)(h) of the Companies Act, 2013 ("the Act") read with Rule 8(2) of the Companies (Accounts) Rules, 2014]

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in Section 188(1) of the Act including certain arm's length transactions under the fourth proviso thereto

1.	**Details of contracts or arrangements or transactions not at arm's length basis**	
a.	Name of the related party and nature of relationship	Not Applicable
b.	Nature of the contracts/arrangements/transactions	
c.	Duration of the contracts/arrangements/transactions	
d.	Salient terms of the contracts/arrangements/transactions including the value, if any	
e.	Justification for entering into such contracts/arrangements/transactions	
f.	Date of approval by the Board	
g.	Amount paid as advance, if any	
h.	Date on which the resolution was passed in general meeting as required under the first proviso to Section 188 of the Act	
2.	**Details of material contracts or arrangements or transactions at arm's length basis**	
a.	Name of the related party and nature of relationship	Not Applicable
b.	Nature of the contracts/arrangements/transactions	
c.	Duration of the contracts/arrangements/transactions	
d.	Salient terms of the contracts/arrangements/transactions including the value, if any	
e.	Date of approval by the Board, if any	
f.	Amount paid as advance, if any	

During the financial year 2024-25, all related party transactions entered into by the Company were in the ordinary course of business and on an arm's length basis and were approved by the Audit Committee of the Company.

For and on behalf of the Board of Directors

R Seshasayee
Chairman
(DIN: 00047985)

Place: Chennai
Date: 8th May 2025

Annexure (C) to Board's Report

Statement of Disclosure of Remuneration

[Pursuant to Section 197(12) of the Companies Act, 2013 ("the Act") and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

A. Remuneration details of Directors and Key Managerial Personnel of the Company for the financial year 2024-25 is as follows:

Sr. No.	Name	Designation	Remuneration (in ₹)	Ratio to median Remuneration[8]	Percentage Increase/Decrease in the Remuneration
1.	R Seshasayee	Independent Director & Chairman	86,00,000	6.93	30.30
2.	Manish Choksi	Non-Executive Director & Vice-Chairman	79,00,000	6.37	25.40
3.	Amit Syngle[1]	Managing Director & CEO	11,19,72,220	90.25	(40.51)
4.	Malav Dani	Non-Executive Director	66,00,000	5.32	13.79
5.	Amrita Vakil	Non-Executive Director	64,00,000	5.16	14.29
6.	Jigish Choksi [2]	Non-Executive Director	56,00,000	4.51	0.00
7.	Nehal Vakil	Non-Executive Director	57,00,000	4.59	5.56
8.	Milind Sarwate	Independent Director	73,00,000	5.88	12.31
9.	Ireena Vittal	Independent Director	67,00,000	5.40	Refer note 6
10.	Soumitra Bhattacharya	Independent Director	88,00,000	7.09	
11.	Gopichand Katragadda[3]	Independent Director	61,00,000	4.92	
12.	Varun Berry[3]	Independent Director	24,50,000	Refer note 6	
13.	R J Jeyamurugan[7]	CFO, Company Secretary & Compliance Officer	5,31,96,548	42.88	23.40

Notes:

1. The remuneration paid to Amit Syngle is linked to achievement of predetermined performance parameters.
2. Jigish Choksi ceased to be a Non-Executive Director of the Company with effect from close of business hours on 31st March 2025.
3. Gopichand Katragadda and Varun Berry were appointed as Independent Directors with effect from 1st April 2024 and 23rd October 2024, respectively.
4. The aforesaid details are calculated on the basis of remuneration for the financial year 2024-25 and includes commission and sitting fees paid to Directors during the said financial year.
5. The remuneration to Directors is within the overall limits approved by the shareholders of the Company.
6. Ratio to median remuneration and percentage increase/decrease in remuneration are not reported as they were holding directorship for part of the financial years 2023-24 & 2024-25 and/or they were appointed during the financial years 2023-24 & 2024-25.
7. The remuneration paid to R J Jeyamurugan, includes perquisite value of ₹ 39,80,595 levied on the ESOPs granted for the financial year 2020-21 exercised in the financial year 2024-25. Further, the aforesaid remuneration paid excludes stock options worth ₹ 61,00,000 granted in accordance with the Asian Paints Employee Stock Option Plan 2021 ("2021 Plan") for the financial year 2024-25. The stock options would vest on fulfilment of vesting conditions in accordance with the 2021 Plan.
8. The median remuneration of all employees who were present throughout the last & current financial year was ₹ 12,40,678 and ₹ 11,85,086 per annum for the financial year 2024-25 and 2023-24, respectively. The increase in median remuneration of employees for the financial year 2024-25, as compared to financial year 2023-24 is 4.69%.
9. The increase in average salary of employees (other than Key Managerial Personnel) for the financial year 2024-25, as compared to financial year 2023-24 is 14% (including performance-based incentive) for those employees who were present throughout the last & current financial year.
10. The remuneration of Key Managerial Personnel decreased by 29% in the financial year 2024-25, as compared to the financial year 2023-24. The increase in remuneration of employees other than the Key Managerial Personnel is higher considering decrease in the remuneration of the Key Managerial Personnel.

Annexure (C) to Board's Report (Contd.)

B. Number of permanent employees on rolls of the Company as on 31st March 2025:

Particulars	No. of employees
Executive/Manager cadre	1,694
Staff	7,702
Operators/Workmen	1,715
Total	**11,111**

C. It is affirmed that the remuneration paid to the Directors, Key Managerial Personnel, and Senior Management Personnel is as per the Nomination and Remuneration Policy of the Company.

D. The statement containing names of the top ten employees in terms of remuneration drawn and the particulars of employees as required under Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forming part of this Report is open for inspection by the members through electronic mode. Any member interested in obtaining a copy of the same may write to the Company Secretary.

For and on behalf of the Board of Directors

R Seshasayee
Chairman
(DIN: 00047985)

Place: Chennai
Date: 8th May 2025

Annexure (D) to Board's Report

Disclosure in relation to Asian Paints Employee Stock Option Plan 2021

[Pursuant to Regulation 14 read with Part F of Schedule I of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SEBI SBEB Regulations") and Section 62(1)(b) of the Companies Act, 2013 read with Rule 12(9) of the Companies (Share Capital and Debentures) Rules, 2014]

All the relevant details of the Company's Employee Stock Option Plan are provided below and are also available on the website of the Company at https://www.asianpaints.com/AnnualReports.html.

(A) Relevant disclosures in terms of the Accounting Standards prescribed by the Central Government in terms of Section 133 of the Companies Act, 2013 including the 'Guidance note on accounting for employee share-based payments' issued in that regard from time to time:

Refer Note no. 34(3) forming part of the standalone financial statements and Note no. 32(3) of the consolidated financial statements for the financial year 2024-25. Please note that the said disclosure is provided in accordance with the Ind AS 102 – Share Based Payment.

(B) Diluted EPS on issue of shares pursuant to all the schemes covered under the SEBI SBEB Regulations shall be disclosed in accordance with 'Indian Accounting Standard 33 - Earnings Per Share' issued by the Central Government or any other relevant Accounting Standards as issued from time to time:

Refer Note no. 31 forming part of the standalone financial statements and Note no. 30 of the consolidated financial statements for the financial year 2024-25. Please note that the said disclosure is provided in accordance with the Ind AS 33 – Earnings per share.

(C) Details related to Asian Paints Employee Stock Option Plan 2021 ("2021 Plan"):

Sr. No.	Particulars	Details of 2021 Plan
(i)	**General terms and conditions of 2021 Plan:**	
(a)	Date of shareholders' approval	29th June 2021
(b)	Total number of options approved under 2021 Plan	25,00,000 stock options will be granted over 10 (ten) years period of the 2021 Plan.
(c)	Vesting requirements	The vesting period shall be decided by the Nomination and Remuneration Committee ("the Committee/NRC") from time to time in accordance with the 2021 Plan. As per the present norms, the minimum vesting period shall not be less than 12 months from the date of grant of the stock options (or such other minimum period as allowed under the SEBI SBEB Regulations) and the maximum vesting period shall not be more than 48 months from the date of grant of the stock options. Vesting may happen in one or more tranches. Vesting period excludes any unpaid long or sabbatical leave. The vesting will be in accordance with the 2021 Plan and SEBI SBEB Regulations as in effect from time to time.
(d)	Exercise price or pricing formula	The exercise price for stock options granted to eligible employee shall be 50% to the "Reference Share Price" of the shares of the Company (rounded off to the next whole number, if not a whole number). "Reference Share Price" means the average of the daily high and low of the volume weighted average prices of the shares quoted on a recognised stock exchange during the 22 trading days preceding the day on which the grant is made.

Annexure (D) to Board's Report (Contd.)

Sr. No.	Particulars	Details of 2021 Plan
(e)	Maximum term of options granted	The maximum vesting period shall not be more than 48 months from the date of grant of the stock options.
(f)	Source of shares (primary, secondary or combination)	The 2021 Plan envisages a combination of fresh issue of shares and secondary (market) purchase of shares of the Company [through Asian Paints Employee Stock Ownership Trust ("ESOP Trust") to the extent of the secondary market purchase] subject to the regulatory approvals. At present, shares are purchased through the secondary market purchase mechanism.
(g)	Variation in terms of options	No variation/modification/amendment was made in the term of options during the financial year 2024-25.
(ii)	**Method used to account for stock options**	Fair Value Method
(iii)	**Where the Company opts for expensing of the options using the intrinsic value of the options, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognised if it had used the fair value of the options shall be disclosed. The impact of this difference on profits and on EPS of the Company**	Not Applicable
(iv)	**Option movement during the year:**	
	Number of options outstanding at the beginning of the period	3,39,767
	Number of options granted during the year	1,90,744
	Number of options forfeited / lapsed during the year	23,318
	Number of options vested during the year	20,470
	Number of options exercised during the year	94,953
	Number of shares arising as a result of exercise of options	66,589
	Money realised by exercise of options (₹), if scheme is implemented directly by the Company	Not Applicable
	Loan repaid by the Trust during the year from exercise price received	₹ 11.22 crores*
	Number of options outstanding at the end of the year	4,12,240
	Number of options exercisable at the end of the year	24,310
(v)	**Weighted-average exercise prices and weighted-average fair values of options shall be disclosed separately for options whose exercise price either equals or exceeds or is less than the market price of the stock**	Refer Annexure 1
(vi)	**Employee wise details of options granted during FY 2024-25 to:**	
(a)	Senior managerial personnel as defined under Regulation 16(d) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015	Refer Annexure 2
(b)	Any other employee who receives a grant in any one year of option amounting to 5% or more of option granted during that year	Refer Annexure 2
(c)	Identified employees who were granted option, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the Company at the time of grant	None
(vii)	**Description of the method and significant assumptions used during the year to estimate the fair value of options including the following information:**	
(a)	Weighted-average values of share price	Refer Annexure 1
	Exercise price	
	Expected volatility	
	Expected option life	
	Expected dividends	
	Risk-free interest rate	
	Any other inputs to the model	
(b)	The method used and the assumptions made to incorporate the effects of expected early exercise	The fair value of options has been calculated by using Black Scholes Model.
(c)	How expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility	Refer Annexure 1
(d)	Whether and how any other features of the option grant were incorporated into the measurement of fair value, such as a market condition	Not Applicable
(viii)	**Disclosures in respect of grants made in three years prior to IPO under each ESOS**	Not Applicable

* Does not include repayment of financial assistance of ₹ 13.84 crores given by the Company on the exercise of shares by the eligible employees.

(D) Details related to Trust:

Given below are the details, *inter alia*, in connection with transactions made by the Trust meant for the purpose of administering the 2021 Plan under the SEBI SBEB Regulations:

(i) General information on 2021 Plan:

Sr. No.	Particulars	Details
(a)	Name of the Trust	Asian Paints Employee Stock Ownership Trust
(b)	Details of the Trustee(s)	1) Barclays Wealth Trustees (India) Private Limited - Designated Trustee 2) Mr. Amit Kumar Singh - Other Trustee 3) Mr. Sachin Singh - Other Trustee
(c)	Amount of loan disbursed by the Company/any company in the Group, during the year	₹ 49 crores
(d)	Amount of loan outstanding (repayable to Company/ any company in the Group) as at the end of the year	₹ 134.62 crores
(e)	Amount of loan, if any, taken from any other source for which Company/any company in the Group has provided any security or guarantee	Nil
(f)	Any other contribution made to the Trust during the year	Nil

Annexure (D) to Board's Report (Contd.)

(ii) Brief details of transactions in shares by the Trust:

Sr. No.	Particulars	Details
(a)	Number of shares held at the beginning of the year (1st April 2024)	3,55,575
(b)	Number of shares acquired during the year through (i) primary issuance (ii) secondary acquisition, also as a percentage of paid-up equity capital as at the end of the previous financial year, along with information on weighted average cost of acquisition per share	Number of shares acquired: 1,74,336 equity shares through secondary acquisition Percentage of paid-up share capital: 0.02% Weighted average cost of acquisition per share: ₹ 2872.61
(c)	Number of shares transferred to the employees/sold along with the purpose thereof	Number of shares sold by the ESOP Trust in FY 2024-25: 42,621 Number of shares transferred to the employees in FY 2024-25 pursuant to exercise: 32,624
(d)	Number of shares held at the end of the year (31st March 2025)	4,54,666

(iii) In case of secondary acquisition of shares by the Trust:

Sr. no.	Shares	In number	As a percentage of paid-up equity capital as at the end of the year immediately preceding the year in which shareholders' approval was obtained
(a)	Held at the beginning of the year	3,55,575	0.04%
(b)	Acquired during the year	1,74,336	0.02%
(c)	Sold during the year	42,621	*
(d)	Transferred to the employees during the year	32,624	*
(e)	Held at the end of the year	4,54,666	0.05%

* Less than 0.01%

Notes:

1. There was no change in the 2021 Plan since its implementation and the 2021 Plan is in compliance with the SEBI SBEB Regulations.

2. 1,48,505 stock options were granted to the eligible employees for the financial year 2024-25, by the NRC at its meeting held on 28th April 2025 adjourned to 29th April 2025, basis their performance for the financial year 2024-25.

For and on behalf of the Board of Directors

R Seshasayee
Chairman
(DIN: 00047985)

Place: Chennai
Date: 8th May 2025

Annexure 1

a) Details of stock options granted during the year:

Particulars	Grant 8
Financial Year	2023-24
Grant Date	27th April 2024
Vesting Date	1st April 2027
Fair Value at Grant Date (₹)	1,652.00
Exercise Price (₹)*	1,433.00
Options outstanding at the beginning of the year	-
Options granted during the year	1,90,744
Options exercised during the year	-
Options forfeited during the year	-
Options lapsed during the year	8,963
Balance as at year end	1,81,781
Exercisable at period end	-
Weighted-average remaining contractual life (years)	3

*Represents weighted average exercise price.

b) Fair Value of stock options granted during the year:

Fair Value of Share Options was calculated using the Black Scholes Model. The key assumptions used for calculating the option fair values are as below:

Grant date	Risk free interest rate	Expected option life	Expected volatility	Expected dividend	Market price at the time of grant of the option (₹)	Exercise price
Assumptions:	Zero Coupon Sovereign Bond Interest Rate equivalent for option life (%)	Tenure to vesting of option and half of exercise period assuming even exercise of options during exercise period	Based on daily volatility for period equivalent for option life (%)	Dividend yield is calculated as dividend paid in last FY divided by current share price (%)		50% of Reference Share Price
Grant 8 27th April 2024	7.21	3.42 years	28.36	0.93	2,844.15	1,433.00

Annexure (D) to Board's Report (Contd.)

Annexure 2

Details of stock options granted during the year to senior managerial personnel as on 31st March 2025 and details of employee to whom stock option amounting to 5% or more of the options granted during the year:

(i) Details of employee to whom stock options granted during the year amounting to 5% or more of the options granted during the year

Sr. No.	Participants	Designation	Grant 8
1.	Amit Syngle	Managing Director & CEO	53,390

(ii) Details of stock options granted during the year to senior managerial personnel as on 31st March 2025

Sr. No.	Participants	Designation	Grant 8
1.	Aashish Kshetry	Vice President - Systems	2,906
2.	Alok Agrawal	General Manager - Internal Audit & Risk (Chief Internal Auditor)	1,332
3.	Amit Kumar Singh	Associate Vice President - Corporate Affairs & CSR	2,180
4.	Gagandeep Kalsi	Associate Vice President - Strategy, Business Development, Décor and Services	2,180
5.	Harish Lade[1]	Senior Vice President - Supply Chain	2,603
6.	Pragyan Kumar	Chief Executive - Asian Paints International Private Limited	3,693
7.	Rahul Bhatnagar	President - Project Sales, R&T, Industrial JVs, Home Improvement & Supply Chain	7,567
8.	R J Jeyamurugan	CFO, Company Secretary & Compliance Officer	3,693
9.	Sameer Salvi	Vice President - Backward Integration Business, Mantech & Strategy	3,996
10.	Savitha Shivsankar	Chief Human Resources Officer	3,693
11.	Ashish Rae[2]	Associate Vice President - Retail Sales, Marketing & Commercial	1,332

Notes:

1. Harish Lade, Senior Vice President - Supply Chain, has ceased to be a member of the Senior Management with effect from 21st April 2025.
2. Ashish Rae, Associate Vice President - Retail Sales, Marketing & Commercial has been a member of the Senior Management from 2nd January 2025 to 21st April 2025.
3. The exercise price of Grant 8 is ₹ 1,433.00. The exercise price of stock options granted to eligible employees is at 50% of the "Reference Share Price" of the Company, as defined under the 2021 Plan.
4. 32,228 stock options were granted to the senior management, for the financial year 2024-25, by the NRC at its meeting held on 28th April 2025 adjourned to 29th April 2025, basis their performance for the financial year 2024-25.

Annexure (E) to Board's Report

Annual Report on Corporate Social Responsibility (CSR) Activities

[Pursuant to Section 135 of the Companies Act, 2013 ("the Act") read with the Companies (Corporate Social Responsibility Policy) Rules, 2014]

1. Brief Outline of CSR Policy

Aligned with our vision of 'Bringing joy to people's lives,' Asian Paints' CSR initiatives aim to significantly impact the marginalized communities by addressing key social, economic, and environmental challenges. This commitment also reflects in our ESG focused business goals which serve as a roadmap to navigate forward.

The Asian Paints CSR Policy is based on the keystones of:

a. actively initiating and participating in projects that together make it the local lighthouse for the region which significantly improves the lives of the people where it operates and is present.

b. providing vocational training and imparting skilling to enhance the livelihood and skills of people who are primarily from the unorganised sector.

c. commitment to create social and economic value as a corporate citizen and encouraging employees to participate and contribute to our various CSR programmes.

d. managing the Company's operations using principles of sustainable development to minimise resource footprint and protect the health & safety of all the stakeholders.

Key highlights of the CSR activities undertaken during the year are listed below:

a. Enhancing Vocational Skills

Colour Academy was established during the year 2014 with the mission of creating an inclusive growth that enables everyone to have a fair chance at a dignified life. With our expertise, we bring this to life by delivering skilling and vocational training in paint application, carpentry, plumbing and masonry trainings for the benefit of our local communities. In this light and to better represent the activities conducted, the Colour Academy was rechristened as the "Beautiful Homes Academy".

The Beautiful Homes Academy ensures nationwide accessibility to skilling and vocational skills with the brick and mortar and mobile unit set ups.

During the year, in addition to the training on multitude of subjects, such as painting, designer finishes, emulsions, metal care, mechanisation, waterproofing, wood finishes, wallpaper installation, plumbing, carpenter training, sanitization courses, financial management, the Beautiful Homes Academy provided specialized trainings to women applicators, participants from the tribal communities and rehabilitated refugees.

The trainings are accessible online as well and can be accessed anytime, and anywhere.

The Asian Paints 'Kamyabi Ke Rang' showcases many such journeys grit, perseverance and skill. Please Click Here to the watch all the episodes of the latest season of 'Kamyabi Ke Rang'.

b. Water Stewardship

Through the Company's CSR programmes and sustainability initiatives, the Company aims to create a lasting 'Watermark' that contributes holistically to the socio-economic and cultural transformation within its operational areas.

Innovation is the key in realising the 'Watermark,' with various models tailored to implementation strategies on the demand, supply side of water consumption along with exploratory work done in the area of sewage water treatment.

In this area, our efforts are concentrated on addressing key challenges around water availability, accessibility, improving quality, interventions around water treatment and recovery, by keeping stakeholder engagement and impact potential at the core of the implementation strategy.

c. Health & Hygiene

Under the thrust area of Health & Hygiene, we have adopted a dual-pronged approach to healthcare, by tailoring initiatives to cater to the various segments of society and address specific health needs based on geographical areas. This strategy enabled us to maximise the value of our healthcare initiatives and improve health outcomes across different communities.

Annexure (E) to Board's Report (Contd.)

Under our curative approach, the efforts are focused on making sure that the primary healthcare facilities are available and accessible for all, especially the marginalized communities. This involves initiatives like mobile medical units, static healthcare clinics, and truckers' well-being initiatives.

Equal emphasis is given on proactive healthcare, through which we attempt to prevent disease prevalence and improving health and nutrition outcomes in the community.

d. Employee Volunteering

SPARSH – our Employee Volunteering Initiative, is a holistic approach not just for the employees but also the communities that surround us. Employee Volunteering under SPARSH programme creates warriors who are changemakers and aimed at empowering, nurturing and connecting communities.

To know more about our initiatives in the CSR section, please refer the detailed discussions under the Synergising Relationships section forming part of this Integrated Annual Report.

2. Composition of CSR Committee

Sr. No.	Name of Members	Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
a.	Malav Dani, Chairman	Non-Executive Director	4	4
b.	Amit Syngle	Managing Director & CEO	4	4
c.	Amrita Vakil	Non-Executive Director	4	4
d.	Gopichand Katragadda	Independent Director	4	4

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the CSR Committee.

3. Web-link where composition of CSR Committee, CSR Policy, and CSR Projects approved by the Board are disclosed on the website of the Company

Sr. No.	Particulars	Web-link
a.	Composition of CSR Committee	https://www.asianpaints.com/CommitteeComposition.html
b.	CSR Policy	https://www.asianpaints.com/CSRPolicy.html
c.	CSR Projects	https://www.asianpaints.com/CSRProjects2024-25.html

4. Executive summary along with web-links of Reports of Impact Assessment of CSR Projects carried out in pursuance of Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014

The Company has appointed agencies to undertake independent review and impact assessment for the eligible CSR activities undertaken during the previous financial years.

During the year under review, the Company had engaged 2 external agencies to conduct the impact assessment of the 14 eligible CSR projects undertaken by the Company in the previous financial years as per the provisions of the Act.

Below is the executive summary of the reports of impact assessment of CSR projects carried out in pursuance of Rule 8(3) of the Companies (Corporate Social Responsibility Policy) Rules, 2014 by independent agencies:

Particulars				
Name of independent agency conducting Impact Assessment	Grant Thornton Bharat LLP	KPMG Assurance and Consulting Services LLP	KPMG Assurance and Consulting Services LLP	KPMG Assurance and Consulting Services LLP
Scope of Project	**SAFAR – truckers wellbeing interventions and static health clinics and Mobile Medical Units** To provide quality health care services to truckers in parking sites in and around the Company's locations and to promote Sexually Transmitted Infections (STI) prevention and treatment.	**Water Resource Management, Development, and Rainwater Harvesting** To carry out supply side interventions, *inter alia*, through integrated watershed management programmes, rejuvenation of water bodies, and check dam construction.	**Enhancing Vocational Skills** To provide vocational and skills-based training to painting contractors and carpenters, in order to enhance their employability and improve the livelihoods of the persons attending the training sessions.	**Mobile Healthcare Unit** To provide access to primary healthcare and diagnostic services.
Key highlights of impact created	The programme allowed the truckers access to healthcare services with unprecedented ease. It reduced the wage loss due to illness and overall improved their quality of life.	The project aided in improving the water availability, accessibility & quality.	The project enabled upskilling, financial independence and overall enhanced the quality of life of the participants.	The project aided in reduced expenses on healthcare and overall access to healthcare facilities.

The detailed impact assessment reports for 14 CSR Projects and its executive summary can be accessed on the website of the Company at https://www.asianpaints.com/AnnualReports.html.

Annexure (E) to Board's Report (Contd.)

5.

Sr. No.	Particulars	Amount (₹ in Crores)
a.	Average net profit of the Company as per Section 135(5) of the Act	5,437.44
b.	Two percent of the average net profit of the Company as per Section 135(5) of the Act	108.75
c.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years	0.00
d.	The amount required to be set-off for the financial year, if any	0.45
e.	Total CSR obligation for the financial year (5b+5c-5d)	108.30

6.

Sr. No.	Particulars	Amount (₹ in Crores)
a.	Amount spent on CSR Projects (both ongoing projects and other than ongoing projects)	103.29*
b.	Amount spent on Administrative Overheads	5.44
c.	Amount spent on Impact Assessment	0.53
d.	Total amount spent for the financial year (6a+6b+6c)	109.26*

*The amount spent on the CSR activities for the financial year includes the set-off of the excess amount of ₹ 0.45 crore spent by the Company on CSR activities in the previous financial years.

e. **CSR amount spent or unspent for the financial year:**

Total amount spent for the financial year (₹ in crores)	Amount unspent (₹)				
	Total Amount transferred to Unspent CSR Account as per Section 135(6) of the Act		The amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5) of the Act		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
109.26*	-	-	-	-	-

*The amount spent on the CSR activities for the financial year includes the set-off of the excess amount of ₹ 0.45 crore spent by the Company on CSR activities in the previous financial years.

f. **Excess amount for set off:**

Sr. No.	Particulars	Amount (₹ in Crores)
i.	Two percent of the average net profit of the Company as per Section 135(5) of the Act	108.75
ii.	Total amount spent for the financial year	109.26*
iii.	Excess amount spent for the financial year [f(ii)-f(i)]	0.51
iv.	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0.00
v.	The amount available for set off in succeeding financial years [f(iii)-f(iv)]	0.51

*The amount spent on the CSR activities for the financial year includes the set-off of the excess amount of ₹ 0.45 crore spent by the Company on CSR activities in the previous financial years.

7. Details of Unspent CSR amount for the preceding three financial years:

Sr. No.	Preceding financial year(s)	Amount transferred to Unspent CSR Account under Section 135(6) of the Act (₹ in crores)	Balance Amount in Unspent CSR Account under Section 135(6) of the Act as on 1st April 2024 (₹ in crores)	Amount spent in the reporting financial year (₹ in crores)	Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5) of the Act, if any		Amount remaining as on 31st March 2025 to be spent in succeeding financial years (₹ in crores)		Deficiency, if any
							Amount (₹ in crores)	Date of transfer	
-	-	-	-	-	-	-	-	-	-

8. Whether any capital assets have been created or acquired through CSR amount spent in the financial year:
No

9. Specify the reason(s), if the Company has failed to spend 2 (two) percent of the average net profit as per Section 135(5) of the Act: Not applicable

For and on behalf of the CSR Committee

Malav Dani
Chairman of CSR Committee
(DIN: 01184336)
Place: U.S.A.
Date: 8th May 2025

Amit Syngle
Managing Director & CEO
(DIN: 07232566)
Place: Mumbai
Date: 8th May 2025

Annexure (F) to Board's Report

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

[Pursuant to Section 134(3)(m) of the Companies Act, 2013 ("the Act") read with Rule 8(3) of the Companies (Accounts) Rules, 2014]

1. Conservation of Energy

Energy management is one of the key strategic areas in the Company's pursuit of sustainability in its operations. Energy consumption is not only the main source of emissions but also has a direct implication on the cost of operations. The energy management strategy of the Company involves the following:

a. Increasing energy efficiency: This primarily involves reducing the quantity of energy used in our operations by process optimisation, using energy efficient technology, and conserving/ recovering energy through activities like recovering waste heat among others.

b. Increasing the share of renewable energy: The Company has been making sustained efforts toward transitioning to renewable energy over the last decade through investments in solar and wind projects.

Some of the key measures taken by all the manufacturing units are stated below:

i. Measures taken or impact on conservation of energy

The efforts of the Company in energy management have resulted in a gradual decline in its total energy consumption over the years, as well as increase in the percentage of renewable energy consumption.

Energy management and energy intensity are the key metrics for the performance measurement across teams at the site level as well as at the leadership level.

One of the key metrics that the Company has been monitoring and concentrating on is Specific Electricity Consumption at its decorative paint plants.

ii. Utilising alternate sources of energy

The Company has an installed capacity of 24.8 MW of solar energy and 24.3 MW capacity of wind energy. The overall contribution of renewables to electricity consumption stands at 57.6% for decorative paint plants.

iii. Capital investment on energy conservation equipment

The Company has spent about ₹ 59.58 lakhs as capital investment on energy conservation initiatives during the financial year apart from the investment in renewable energy resources of solar and wind.

For details on steps taken by the Company on the conservation of energy, waste management, and water conservation & replenishment, please refer to the Sustainable Operations section and the Business Responsibility and Sustainability Report forming part of this Integrated Annual Report.

2. Technology Absorption

i. Efforts made towards technology absorption:

This year, through the focused and persistent efforts of the Research & Technology ("R&T") team, the organization took major strides in the backward integration program related to the design and manufacturing of additives and speciality raw materials, Vinyl Acetate Ethylene ("VAE") based emulsions and redispersible polymers. In a challenging market scenario, the Technology Function developed technical capabilities, technology platforms and innovative product categories that would ensure long term benefits for the organisation. As part of breakthrough initiative, the technology team has undertaken several projects which ensured that the Company retained its competitive edge through cost excellence and delivered category creating product in economical segment. The Nexpedition initiative covered a wide spectrum of products having applications in decorative, automotive, industrial and water proofing and construction chemical segments. Some of these projects also ensured that the Company secured a firm footing in product categories catering to government undertakings such as railways. Research initiatives in new polymer chemistries, nano technology and innovative process capabilities have been undertaken to give impetus to the long-term competitive edge of the organisation.

The Company has always been at the pole position when it comes to environment protection and developing sustainable products, and this year as well the technology team continued the momentum by working on products and processes that were environmentally benign yet delivered on the desired performance attributes.

Some of the key initiatives taken up by the R&T team are as follows:

- Developed and validated new technology platforms in nano technology, new polymer chemistries, water borne dispersions and pollution abating technologies.
- Designed and developed innovative products that fueled customer aspirations.
- Expanded the dealer tinting platform to new product categories across decorative automotive and industrial applications.
- Ensured cost excellence by developing raw materials alternates and redesigning formulations. Ensured a seamless supply chain by developing alternate vendors for vulnerable raw materials.
- Reinvigorated existing product categories by developing cost efficient formulations and yet providing differentiated performance properties.
- The Right First Time initiative launched last year was continued with rigour and ensured that products experienced by customers were flawless.
- Enhanced manufacturing efficiency by reducing cycle times and developed new processing technologies that improved productivity.
- Developed and implemented in house specialty additives and critical raw material that has ensured significant value saving and provided avenues for developing differentiated products at unique price points. This has also helped to develop capabilities in chemical synthesis.
- Developed customized test methods for material analysis and characterization which facilitated efficient prototype screening, better fault analysis and competitor product benchmarking.
- The analytical lab was reaccredited by National Accreditation Board for Testing and Calibration Laboratories under ISO/IEC 17025:2017.
- Strengthened product credentials through warranties, international certification and development of property demonstration tools.
- Collaborated with national standardisation bodies like the Bureau of Indian Standards ("BIS") and reputed international coatings group to develop and validate test methods related to coatings and intermediates.
- Propelled the product stewardship part of overarching Environment, Social and Governance agenda by developing formulations with increased renewable content. Continued efforts to develop products with reduced environmental footprint. 32 additional products have received GreenPro certification, and 4 additional products have been applied for GS 11 certification this year. In all 290 products are GreenPro certified and 4 have received GS 11 certification.
- Partnered with academic and research institutions and industrial consultants on technology intensive projects of long-term importance. Imparted skills to interns from various educational institutes and enhanced their employability.
- 24 R&T employees successfully completed the Paint and Polymer Certificate course conducted in conjunction with Somaiya University. Enhanced the technical competency of R&T employees by conducting 6 bespoke technical workshops. 115 R&T employees benefitted from these workshops.
- Asian Paints R&T team contributed wholeheartedly to the success of the second edition of Alchemy - a conclave for students from campuses across the world. In the second edition itself Alchemy has established itself as one of its kind platforms for idea exchange amongst budding scientists, academia, and industry stalwarts.

Annexure (F) to Board's Report (Contd.)

ii. Benefits derived like product improvement, cost reduction, product development or import substitution:

During the year under review:

a. 27 new products were developed for architectural paints, construction chemicals, and adhesives business

b. 45 new products were developed for Industrial business.

c. VAM plant is under construction and VAE emulsion prototypes have been developed at lab level, ready to be taken at pilot level.

d. Under project Samarthya 6 raw material ranging from emulsifiers, dispersants, biocides, speciality monomers, and defoamers were developed in house and successfully commercialized in the financial year under review.

The Company has also undertaken various challenging projects for reinforcing our existing products with differentiated performance properties at right price points. Development of a new category creating product in the exterior space has fortified our position in the bottom of pyramid category.

iii. In case of imported technology (imported during the last three years reckoned from the beginning of the financial year):
Not applicable

iv. Expenditure incurred on Research and Development

(₹ in Crores)

Particulars	2024-25	2023-24
Capital	2.95	4.43
Recurring	122.76	115.86
Total	**125.71**	120.29

3. Foreign Exchange Earnings and Outgo

(₹ in Crores)

Particulars	2024-25*	2023-24*
Foreign exchange earned in terms of actual inflows	202.93	182.20
Foreign exchange outgo in terms of actual outflows	4,407.18	4,123.62

*amount(s) are equivalent to the value of various currencies.

For and on behalf of the Board of Directors

R Seshasayee
Chairman
(DIN: 00047985)

Place: Chennai
Date: 8th May 2025

Report on Corporate Governance

The Report on Corporate Governance of the Company consists of the following sections:

Asian Paints' Philosophy on Corporate Governance

At Asian Paints, Corporate Governance is a reflection of our values and long-standing commitment to sustainable and responsible growth. It fuels our vision of 'Bringing joy to peoples' lives' by co-creating partnerships with an unwavering focus on sustainability, transparency, and safety, thereby making it a truly responsible enterprise.

Through our Environmental, Social and Governance ("ESG") promises, we seek to achieve long-term success and resilient value creation.

Asian Paints adheres to the prescribed Corporate Governance practices as per the Securities and Exchange Board of India ("SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") and is also committed to being amongst the best-governed companies.

This report is prepared in accordance with the provisions of the Listing Regulations and contains the details of Corporate Governance systems and processes at Asian Paints Limited.

Recognition of the Company's governance standards

ISS Scorecard
The Company has continued to maintain "Leadership" score (1) in the Institutional Shareholder Services Inc. ("ISS") scorecard.

Best Governed Company in Listed Segment – Large Category (2023)
The Institute of Company Secretaries of India ("ICSI") honoured our Company in 2023 with the ICSI National Awards for 'Excellence in Corporate Governance'.

Golden Peacock – Excellence in Corporate Governance
Awarded the 'Golden Peacock' Award by the Institute of Directors for 'Excellence in Corporate Governance' for three years i.e., 2020, 2021, and 2023.

IiAS Award
Recognised as NEXT LEADER by Indian Corporate Governance Scorecard 2024 assessment, IiAS

Excellence in Corporate Governance

Governance Structure and Defined Roles and Responsibilities

Board of Directors

The Board of Directors ("the Board") have the primary responsibility of enhancing stakeholder value and ensuring that the Company's strategy and objectives are aligned to sustainable growth and long-term value creation.

The Board is, *inter alia*, responsible for:

a. enhancing shareholder value and overseeing the interests of all stakeholders through effective management;

b. formulation and review of annual and long-term business plan & strategy and monitoring its implementation;

c. review of Company performance;

d. monitoring the effectiveness of the Company's Corporate Governance practices and process of disclosure;

e. ensuring a transparent and effective process of appointing, compensating the Board of Directors and Senior Management Personnel of the Company and overseeing succession planning; and

f. ensuring the integrity of the Company's accounting and financial reporting systems, including the independent audit, and that appropriate systems of controls are in place, in particular, systems for risk management, financial and operational controls, and compliance with the law and relevant standards.

The Directors take an active part in the deliberations at the Board and Committee meetings and provide guidance and advice to the management on various aspects of business, strategy, governance, risk and compliance to ensure the fulfilment of stakeholder expectations and long-term value creation.

Report on Corporate Governance (Contd.)

Board Committees

The Board Committees have been constituted to deal with specific areas/activities as mandated by applicable rules and regulations or as delegated by the Board, which need a closer review. The terms of reference of the Committees decided by the Board define its scope, powers and responsibilities.

The Chairperson of the respective Committees briefs the Board about the summary of the discussions held at the Committee meetings and the recommendations of the Committee along with rationale.

The minutes of the meetings of all Committees are placed before the Board for their perusal. Further, there exists effective cross-committee discussion and co-ordination, in instances where there is any overlap with activities of such Committees, to ensure effective exercising of their roles and responsibilities as per the framework laid down by the Board of Directors and bring uniformity.

During the year, all recommendations of the Committees were approved by the Board.

The terms of reference of the Committees are in line with the applicable provisions of the Listing Regulations, the Companies Act, 2013 ("the Act") and the Rules issued thereunder. The detailed terms of reference of the Committees can be accessed on the Company's website at https://www.asianpaints.com/TOR.html.

Management

The management structure of the Company comprises of the Managing Director & CEO and the members of the One Link group.

The One Link comprises of the Managing Director & CEO, Presidents, Senior Vice Presidents, Vice Presidents, Associate Vice Presidents, and General Managers. The Managing Director & CEO leads the group.

The One Link steers futuristic and innovative strategic projects across functions and businesses which work with the breakthrough methodology of creating long-lasting impact. The One Link is also responsible for fulfilling ESG commitments at the management level and a defined weightage has been assigned for the fulfilment of ESG commitments in the key performance indicators of the members of the One Link group.

The Senior Management of the Company comprises of members of the management who are reporting to the Managing Director & CEO and have respective functional responsibilities.

The Managing Director & CEO reports to the Board and is in charge of managing the affairs of the Company, executing business strategy in consultation with the Board, and achieving annual and long-term business goals.

The management follows and encourages a bottom-up approach to ensure that the decision-making is decentralised, and employees at all levels of the organisation have a voice in shaping decisions. It allows and emphasises collaboration, innovation, and empowerment by encouraging input from lower-level employees.

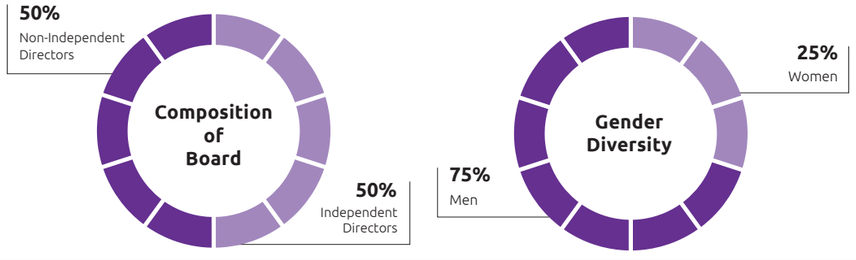
Board

Composition of the Board

Asian Paints values and recognises the importance of having a diverse Board. A Board with diverse experiences, thought, perspective, skill sets, gender, and expertise ensure constructive deliberations and effective decision-making.

The Company's Board has an optimum mix of Executive and Non-Executive Directors, in line with the applicable provisions of the Act and the Listing Regulations. All the Directors on the Board are people of eminence and bring a wide range of expertise, knowledge, and experience to the Board, thereby ensuring the best interest of the stakeholders and the Company.

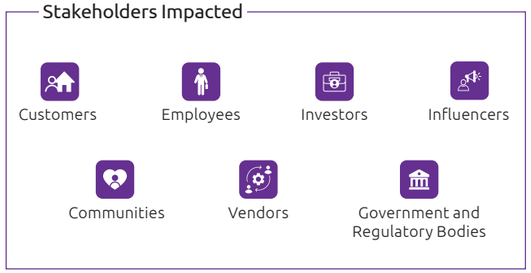
The Board presently comprises of 12 members, out of which 6 are Independent Directors, 5 are Non-Executive/Promoter Directors and a Managing Director & CEO. The Chairman of the Board is an Independent Director.



Brief profiles of all the Board members, comprising their experience, expertise, etc., form part of this Integrated Annual Report and detailed profile is available on the Company's website at https://www.asianpaints.com/GovernanceStructure.html.

Stakeholders Impacted:

The Board and its Committees, while exercising their roles and responsibilities, take informed decisions which impact its stakeholders across the value chain:



No Permanent Board Seat

The SEBI has amended the Listing Regulations with effect from 1st April 2024 mandating shareholders' approval for a directors' continuation on the Board at least once every five years from the date of their appointment or re-appointment.

As on 31st March 2025, there were no directors holding permanent board seats. They were either holding fixed term of not exceeding five years and/or were subject to retirement by rotation at least once in every three years.

Board Procedures

The meetings of the Board, its Committees, and Independent Directors are pre-scheduled, and an annual calendar of these meetings is circulated to the Directors and Committee members well in advance, to facilitate them to plan their schedule and to ensure effective participation in the meetings.

In case of special and urgent business matters, approval of the Board/Committees is taken by passing a resolution by circulation, as permitted by law, which is noted in the next Board/Committee meeting.

In order to facilitate effective discussions at the meetings of the Board, the agenda is bifurcated into items requiring approval and items which are to be taken note of by the Board and/or are circulated for the information of the members.

All material information is circulated to the Directors before the meeting, including the minimum information required to be made available to the Board as prescribed under Part A of Schedule II of the Listing Regulations. With the unanimous consent of the Board, all information which is in the nature of Unpublished Price Sensitive Information ("UPSI"), is circulated to the Board and its Committees in advance and/or at a shorter notice before the commencement of the meeting. Clarifications/queries, if any, on the items which are to be taken on record by the Board are sought in advance and resolved before the meeting, to ensure focused and effective discussions at the meetings.

The Company has adopted a 'safety-first' approach for all its meetings and business decisions. All the quarterly meetings of the Board begin with an elaborate discussion on the Health and Safety initiatives, reportable incidents and corrective & preventive action taken by the management.

The discussions are then followed by a review of the performance of the business vis-à-vis the Company's Plan for the financial year and overall strategy, review of financial results, review of subsidiary's performance, review of compliance reports, fund position and investments status, industrial relations, environmental consents, and such other matters as required under the Act, the Listing Regulations and other applicable laws.

The Board further deliberates on appointment, remuneration and succession planning of the Board, the members of its Committees and Senior Management. The Board also on a periodic basis reviews and guides the management on the strategy, budgets & business plans, capital expenditure, investment & acquisition proposals, governance & regulatory matters, returns to shareholders, progress on ESG commitments of the Company in light of the economic developments, both locally and internationally, sectoral changes, competition, government regulations, etc. The Board also meets industry experts on matters of importance as and when deemed fit.

During the year under review, 10 meetings of the Board were held. The Board members were either present in person or through video conference for the meetings of the Board and its Committees.

Report on Corporate Governance (Contd.)

The composition of the Board of Directors along with details of the meetings held during the financial year 2024-25 and attendance of Directors in person or through video conference, is detailed below:

Name of the Directors, Director Identification Number (DIN), and Nature of Directorship	Meeting Dates										% of attendance
	1	2	3	4	5	6	7	8	9	10	
	9th May 2024	17th July 2024	10th September 2024	9th November 2024	17th December 2024	8th January 2025	4th February 2025	14th February 2025	5th March 2025	27th March 2025	
R Seshasayee (00047985) Non-Executive Chairman/Independent	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended through video conference	Attended through video conference	Attended in person	Attended in person	100
Manish Choksi (00026496) Non-Executive Vice Chairman/Promoter	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended in person	100
Amit Syngle (07232566)^ Managing Director & CEO	Attended in person	Attended in person	Attended through video conference	Attended in person	Leave of absence	Leave of absence	Attended in person	Attended through video conference	Attended in person	Attended in person	80
Malav Dani (01184336) Non-Executive Director/Promoter	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	100
Amrita Vakil (00170725) Non-Executive Director/Promoter	Attended in person	Attended through video conference	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended in person	100
Jigish Choksi (08093304)@ Non-Executive Director/Promoter	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended through video conference	Attended through video conference	Attended in person	Leave of absence	90
Milind Sarwate (00109854) Non-Executive Director/Independent	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended through video conference	Attended through video conference	Attended in person	Attended in person	100
Nehal Vakil (00165627)* Non-Executive Director/Promoter	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended in person	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended in person	100
Ireena Vittal (05195656) Non-Executive Director/Independent	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Attended through video conference	Leave of absence	Attended in person	Attended through video conference	Attended in person	Attended in person	90
Soumitra Bhattacharya (02783243) Non-Executive Director/Independent	Attended in person	Attended in person	Attended through video conference	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended in person	100
Gopichand Katragadda (02475721)# Non-Executive Director/Independent	Attended in person	Attended in person	Leave of absence	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended through video conference	Attended in person	Attended in person	90
Varun Berry (05208062)$ Non-Executive Director/Independent	NA	NA	NA	Attended through video conference	Attended through video conference	Attended through video conference	Attended in person	Leave of absence	Attended in person	Attended in person	86

Attended in person · Leave of absence · Attended through video conference · NA Not applicable

Notes:

1. ^ Did not attend the meeting held on 17th December 2024 and 8th January 2025.
2. @ Ceased to be a Non-Executive Director of the Company with effect from close of business hours on 31st March 2025, upon resignation.
3. * Appointed as a Non-Executive Director of the Company liable to retire by rotation with effect from 25th June 2024, as she was holding office in casual vacancy up to the date of the 78th AGM of the Company held on the said date.
4. # Appointed as an Independent Director of the Company with effect from 1st April 2024.
5. $ Appointed as an Independent Director of the Company with effect from 23rd October 2024.
6. Ashish Choksi (DIN: 00059132) was appointed as an Additional & Non-Executive Director of the Company with effect from 1st April 2025.
7. The interval between any two Board Meetings was well within the maximum allowed gap of 120 days under the provisions of the Act and the Listing Regulations.
8. There was requisite quorum in all the meetings of the Board held during the financial year 2024-25.

All the members of the Board of Directors attended the last AGM of the Company held on 25th June 2024 through video conference/other audio visual means.

The details of Directors seeking appointment/re-appointment form part of the Notice of the 79th AGM of the Company.

Flow of information to the Board

The Board has unrestricted access to all Company-related information including members of the management. The Company Secretary ensures that the Board and the Committees of the Board are provided with the relevant information, details, and documents required in advance for decision-making.

The Chairman of the Board and the Company Secretary determine the agenda for every meeting in consultation with the Managing Director & CEO and based on the feedback from Directors/Members of Board Committees. The management makes concerted efforts to continuously upgrade the information available to the Board to enable effective deliberation.

The management team is invited to attend the meetings of the Board/Committees with the permission of the Chairperson to present the performance on key areas such as the Company's business segments and their operations, subsidiary performance, and key functions from time to time. The Company Executives attending the said meetings also serves as an opportunity for the Board/Committee members to interact with the members of the management.

With a view to ensuring high standards of confidentiality of the agenda and other Board papers and to leverage technology and eliminate paper consumption, the Company circulates the agenda and explanatory notes to the Directors/Committee members, through a web-based application which can be securely accessed by the Directors/Committee members through their hand-held devices, laptop, iPads, and browsers. This application meets high standards of security that are required for the storage and transmission of documents for Board/Committee meetings.

The Company Secretary attends all the meetings of the Board and its Committees and is, *inter alia*, responsible for recording the minutes of such meetings. The Company adheres to the provisions of the Act and the Rules made thereunder, Secretarial Standards, and the Listing Regulations with respect to convening and holding the meetings, preparation of the agenda, explanatory notes, and minutes of the meeting of the Board, its Committees, and the General Meetings of the shareholders of the Company.

The minutes of the meetings are also prepared considering the general principles of governance to ensure that they cover a true and fair summary of the discussions & decisions taken at the meeting.

The draft minutes of the meetings of the Board and its Committees are sent to the members for their comments in accordance with the Secretarial Standard on Meetings of the Board of Directors ("SS – 1") issued by ICSI. Further, the certified true copy of the signed minutes is also circulated to the Board and Committees in accordance with SS – 1.

Key discussions at the meetings of the Board during the financial year 2024-25

a. Reviewed the safety related incidents, status of environmental consents and industrial relations.

b. Reviewed and discussed the Company performance and approval of the financials results and financial statements of the Company.

c. Reviewed, discussed, and approved the Company & financial plans for the financial year 2025-26.

d. Reviewed and approved the long-term strategy of the Company for its various businesses.

e. Discussed and reviewed the investment & acquisition proposals and monitoring the status thereto.

f. Recommended and approved the payment of dividend.

g. Approved the candidature of Mr. Varun Berry as an Independent Director and Ms. Nehal Vakil and Mr. Ashish Choksi as Non-Executive Directors of the Company.

h. Reviewed and approved the changes in Senior Management of the Company.

i. Review of the succession plan of the Board of Directors and Senior Management.

j. Approved the structure of remuneration payable to Managing Director & CEO of the Company, including performance parameters.

k Reviewed and approved the remuneration payable to Directors, Key Managerial Personnel and Senior Management.

l. Approved the amendments to the Codes & Policies in relation to strengthening the corporate governance mechanisms.

m. Discussed and reviewed the recommendations of the proxy advisory firms and institutional investors on the resolutions placed for approval of the shareholders.

n. Discussed and reviewed the outcome of performance evaluation of the Board and its Committees for the financial year 2023-24 and the actionable items.

Report on Corporate Governance (Contd.)

The aforesaid discussions/decisions of the Board, wherever applicable were based on the recommendations of the respective committees of the Board of Directors of the Company.

Post-meeting follow-up system

The governance processes in the Company includes an effective post-meeting follow-up, review, and reporting process for action taken report/pending for discussions of the Board and its Committees in the subsequent meetings.

Directors and Officers Insurance ("D&O Insurance")

In line with the requirements of Regulation 25(10) of the Listing Regulations, the Company has in place a Directors and Officers Liability Insurance policy. The Board of Directors on an annual basis reviews the quantum of the D&O Insurance.

Meetings of Independent Directors

During the financial year 2024-25, the Independent Directors met thrice against the discretionary requirement of meeting twice in a financial year as prescribed in the Listing Regulations. The Independent Directors at said meetings met without the presence of other Directors or management representatives.

At such meetings, the Independent Directors, *inter alia*, discussed and reviewed, amongst other matters, the performance of the Non-Independent Directors, the Board as a whole, Chairman of the Company and assessed the quality, quantity, and timeliness of flow of information between the Company's management and the Board that is necessary for the Board to perform its duties effectively and reasonably, succession planning of the Board of Directors and Senior Management Personnel, Board composition, performance of the Company and risks faced by it, competition and strategy.

The details of the meetings held during the financial year 2024-25 and meetings attended by the Independent Directors of the Company, in person or through video conference, is detailed below:

Name of Independent Directors	Meeting Dates 1: 9th May 2024	2: 16th July 2024	3: 4th February 2025	% of attendance
R Seshasayee	Attended in person	Attended in person	Attended through video conference	100
Milind Sarwate	Attended in person	Attended in person	Attended through video conference	100
Ireena Vittal	Attended through video conference	Attended through video conference	Attended in person	100
Soumitra Bhattacharya	Attended in person	Attended in person	Attended in person	100
Gopichand Katragadda#	Leave of absence	Attended in person	Attended in person	67
Varun Berry$	NA	NA	Attended in person	100

Attended in person; Leave of absence; Attended through video conference; NA Not applicable

Notes:

1. # Appointed as an Independent Director of the Company with effect from 1st April 2024.
2. $ Appointed as an Independent Director of the Company with effect from 23rd October 2024.

Formal letter of appointment to Independent Directors

The Company has issued a formal letter of appointment/ re-appointment to Independent Directors in the manner provided in the Act. The terms and conditions of the appointment/re-appointment of Independent Directors are placed on the Company's website and can be accessed at https://www.asianpaints.com/letter-of-appointment-for-ID.html.

Declarations from Independent Directors

Based on the disclosures received from all Independent Directors, confirmation from an independent firm and in the opinion of the Board, the Independent Directors fulfil the conditions specified in the Act, the Listing Regulations, and are Independent of the Management.

Non-Executive Directors with materially significant, pecuniary or business relationship with the Company

Except for the sitting fees and commission payable to the Non-Executive Directors annually, in accordance with the applicable laws and with the approval of the Board and shareholders, there is no pecuniary or business relationship between the Non-Executive Directors and the Company.

The Company enters into related party transactions with its Directors or the entities in which its Directors are interested. These transactions entered by the Company are in the ordinary course of business and on an arm's length and are not materially significant in line with the thresholds prescribed in the Act and the Listing Regulations. The details of these transactions entered during the financial year 2024-25 are disclosed as part of Note No. 37 to the standalone financial statements of the Company forming part of this Integrated Annual Report of the Company.

Further, the details on the process and business rationale for entering into the related party transactions by the Company have been disclosed as part of this Corporate Governance Report, the Board's Report, and Notes to the financial statements forming part of this Integrated Annual Report.

Key Board qualifications, expertise, and attributes

The Board of Directors are collectively responsible for the selection of a member on the Board. The Nomination and Remuneration Committee of the Company follows a defined criteria for identifying, screening, recruiting, and recommending candidates for election as a Director on the Board.

The criteria for nominating/inducting a Director on the Board of the Company includes:

a. composition of the Board, taking into consideration the size of the Company and the requirement of law;
b. diversity on the Board;
c. optimal balance of skills and relevant experience, professional qualifications;
d. expertise and experience in specific area of business;
e. no present or potential conflict of interest;
f. availability of time and other commitments for proper discharge of duties;
g. personal characteristics in line with the Company's values, such as integrity, honesty, and transparency; and
h. any other criteria which may be added by the Board at its discretion.

The Board has identified individuals possessing wide experience and expertise in their areas of function viz. Sales & Marketing experience, International Business experience, General management and leadership, Financial and risk management skills, and Technical, professional skills and knowledge including legal, governance and regulatory aspects that allows them to make effective contributions to the Board and its Committees.

Skill/Expertise/Competencies				
Sales and Marketing experience	International Business experience	General management and leadership	Financial and risk management skills	Technical and professional skills
Exposure to sales and marketing management based on understanding of the consumers	Experience in leading businesses in different geographies/markets around the world and emerging markets exposure	Strategic planning, sustainability, and protect interest of all stakeholders	Understanding the financial statements and financial controls, systems and processes & mergers and acquisitions	Technical, professional skills and knowledge including legal, governance and regulatory aspects

In terms of requirements of the Listing Regulations, following are the specific areas of focus or expertise possessed by the individual directors:

Sr. No.	Name of Directors	Sales and Marketing experience	International Business experience	General management and leadership	Financial and risk management skills	Technical and professional skills
As on 31st March 2025						
1.	R Seshasayee	✓	✓	✓	✓	✓
2.	Manish Choksi	✓	✓	✓	✓	✓
3.	Amit Syngle	✓	✓	✓	✓	✓

Report on Corporate Governance (Contd.)

Sr. No.	Name of Directors	Skill/Expertise/Competencies				
		Sales and Marketing experience	International Business experience	General management and leadership	Financial and risk management skills	Technical and professional skills
4.	Malav Dani	✓	✓	✓	✓	✓
5.	Amrita Vakil	✓		✓	✓	✓
6.	Jigish Choksi^	✓		✓		
7.	Milind Sarwate	✓	✓	✓	✓	✓
8.	Nehal Vakil*			✓	✓	
9.	Ireena Vittal	✓		✓	✓	
10.	Soumitra Bhattacharya	✓	✓	✓	✓	✓
11.	Gopichand Katragadda#	✓	✓	✓	✓	✓
12.	Varun Berry$	✓	✓	✓	✓	✓
Appointed w.e.f. 1st April 2025						
13.	Ashish Choksi@	✓		✓	✓	

Notes:

1. ^ Ceased to be a Non-Executive Director of the Company with effect from close of business hours on 31st March 2025, upon resignation.
2. * Appointed as a Non-Executive Director of the Company liable to retire by rotation with effect from 25th June 2024, as she was holding office in casual vacancy up to the date of the 78th AGM of the Company held on the said date.
3. # Appointed as an Independent Director of the Company with effect from 1st April 2024.
4. $ Appointed as an Independent Director of the Company with effect from 23rd October 2024.
5. @ Appointed as an Additional and Non-Executive Director of the Company with effect from 1st April 2025.

Directorship and Memberships/Chairpersonships of Committees and shareholding of Directors

The details of Directorship, *inter-se* relationship, shareholding in the Company, number of Directorships and Committee memberships/chairpersonships held by the Directors of the Company in other companies as on 31st March 2025 are as under:

Name of Directors	*Inter-se* relationship	No. of shares held along with % to the paid-up share capital of the Company*#	Directorship in other companies				Membership and Chairpersonship of the Committees of the Board of other companies%	
			Other companies		Indian Public Listed companies	Names of listed entities along with the category	Chairperson	Member
			Private, Section 8, and Foreign	Unlisted Public				
R Seshasayee	-	1,496 (0.00%)	1	-	-	-	-	-
Manish Choksi	Cousin of Jigish Choksi	23,81,040 (0.25%)	9	1	3	Independent Director of Vedant Fashions Limited, Torrent Pharmaceuticals Limited, and Birlasoft Limited	-	4
Amit Syngle	-	600 (0.00%)	1	-	-	-	-	-
Malav Dani	-	36,50,176 (0.38%)	6	1	1	Managing Director of Hitech Corporation Limited	-	-
Amrita Vakil	Cousin of Nehal Vakil	25,66,680 (0.27%)	-	2	1	Non-Executive Director of Elcid Investments Limited	-	2
Jigish Choksi^	Cousin of Manish Choksi	19,95,180 (0.21%)	4	-	-	-	-	-
Milind Sarwate	-	35 (0.00%)	2	1	5	Independent Director of Mahindra & Mahindra Financial Services Limited, FSN E-Commerce Ventures Limited, Sequent Scientific Limited, Hexaware Technologies Limited, and CEAT Limited	4	7
Nehal Vakil	Cousin of Amrita Vakil	57,38,489 (0.60%)	4	3	-	-	-	-
Ireena Vittal	-	-	4	1	1	Independent Director of Maruti Suzuki India Limited	-	3
Soumitra Bhattacharya	-	-	2	-	2	Non-Executive Director and Chairman of Bosch Limited Independent Director of Tata Elxsi Limited	1	3
Gopichand Katragadda	-	-	2	-	2	Independent Director of Bosch Limited and ICICI Securities Limited	1	2
Varun Berry	-	860 (0.00%)	8	2	3	Executive Vice-Chairman and Managing Director of Britannia Industries Limited Independent Director of Page Industries Limited Non-Executive Director of The Bombay Dyeing and Manufacturing Company Limited	-	1

Notes:

1. * As per the declarations made to the Company by the Directors with respect to the shares held in their own name or held jointly as the first holder or held on a beneficial basis as the first holder.
2. # The Company has not issued any convertible instruments, hence no such instruments are being held by Non-Executive Directors.
3. % For the purpose of calculating the limit of Committee membership and chairpersonship of a director, membership and chairpersonship of the Audit Committee and Stakeholders Relationship Committee of public companies other than Asian Paints Limited have been considered.
4. ^ Ceased to be a Non-Executive Director of the Company with effect from close of business hours on 31st March 2025, upon resignation.
5. Ashish Choksi (DIN: 00059132) was appointed as an Additional & Non-Executive Director of the Company with effect from 1st April 2025.
6. All the Directors of the Company inform at the beginning of each financial year and as and when there is change about their Directorships, Committee memberships/chairpersonships. Based on the intimations/disclosures received from the Directors, none of the Directors of the Company hold Directorships, memberships/chairpersonships of Board/Committees more than the limits prescribed under the Act and the Listing Regulations.

Report on Corporate Governance (Contd.)

Familiarisation Programme

The familiarisation programme was revised during the year under review making it more exhaustive and enabling for all Non-Executive Directors to be introduced to the Company culture through orientation sessions, understanding of manufacturing processes, strategy sessions, governance, board procedures, and group structure.

An information pack is handed over to the new Directors on the Board, which includes, the Company's profile, Company's Codes and Policies, strategy documents and any other operational information which will enable them to discharge their duties effectively. Periodic updates, strategic updates including press releases to be submitted with the stock exchanges are shared with the Board members to keep them abreast of the material developments relating to the Company.

The Non-Executive Directors are familiarised through the following engagements:

a. Introduction to the Board: The Chairman of the Board explains the functioning of the Board, roles and responsibilities of an individual as a member of the Board.

b. Corporate & business overview: The Managing Director & CEO and CFO explains the Company's vision & mission, business and risk overview, business model, strategic plan, future outlook, and market trend.

c. Finance & governance overview: The CFO & Company Secretary explains the financial planning, board governance, stakeholder management, codes and policies, ESG strategy & plan, and CSR activities.

d. Committee overview: The incoming Director will be introduced to the responsibilities of the Committees by the Chairperson of the respective Committees and concerned stakeholders of the management.

e. Introduction to Management: The respective business heads will give functional overview to the incoming Director.

f. Visit to Company locations: The incoming Director will visit the Company's manufacturing locations, markets & stores and CSR sites to understand the operations of the Company in a more practical manner.

g. Concluding session with Chairman: The induction programme will conclude with a feedback session with the Chairman.

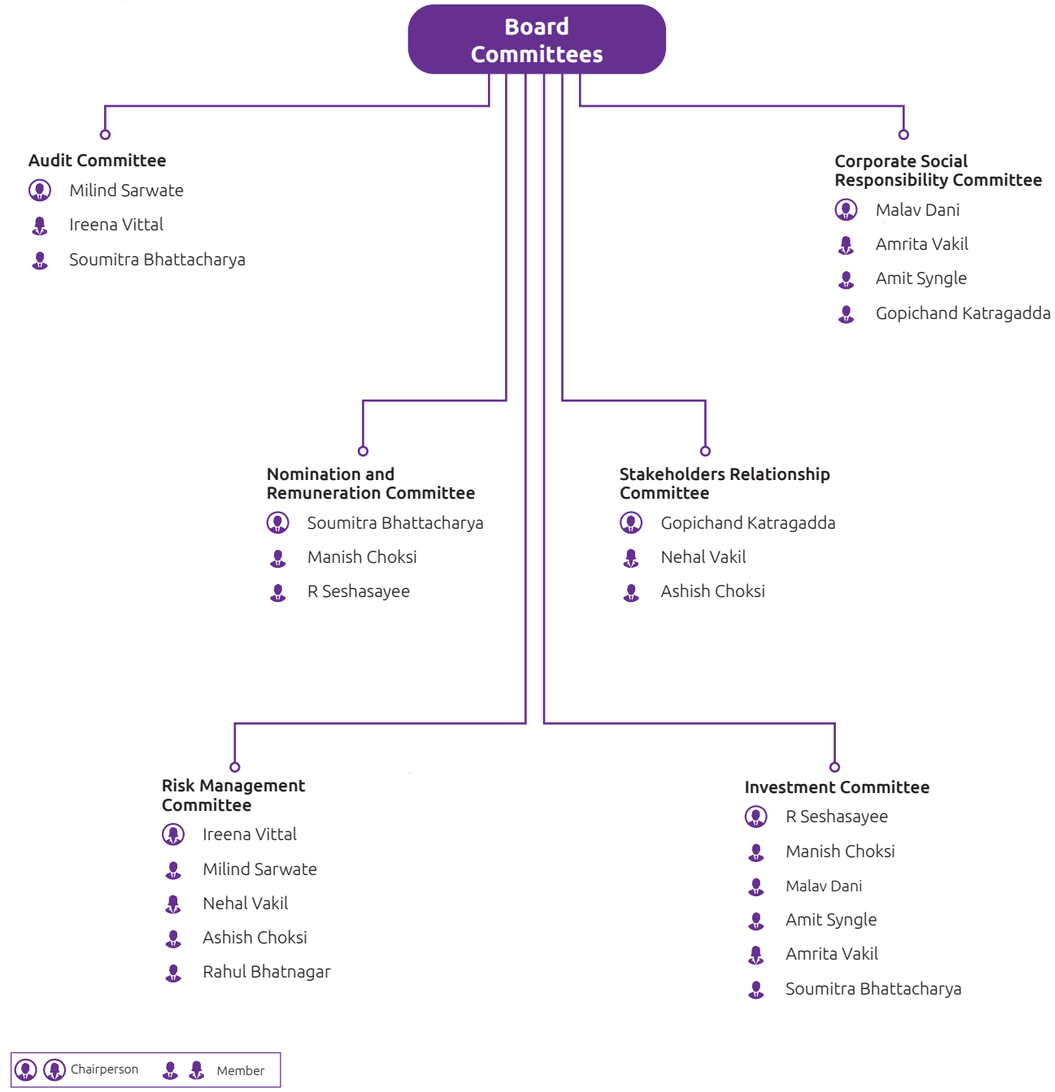
In the Board meetings, all discussions on performance review of the businesses are preceded by a recap on the strategic direction adopted for the business, which provides good insights on the path forward for the businesses carried on by the Company to the Independent Directors and the other Non-Executive Directors on the Board.

As part of familiarisation, the Directors during the year under review visited a Company's manufacturing location, market and stores in order to understand the operations of the Company and engage with the community.

The details of such familiarisation programmes for Independent Directors can be accessed on the Company's website at https://www.asianpaints.com/FamiliarisationProgramme.html.

Board Committees

The Company has 6 Committees of the Board, namely, Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Risk Management Committee, and Investment Committee.



Notes:

1. R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to all the above Committees and is a permanent invitee to the Stakeholders Relationship Committee and the Investment Committee.
2. Alok Agrawal, General Manager – Internal Audit & Risk, is a permanent invitee to the Risk Management Committee in his capacity as the Chief Internal Auditor of the Company.
3. The Board of Directors of the Company have delegated the authority to approve the transmission, dematerialisation of shares, etc. to the Management Committee comprising of Amit Syngle, Managing Director & CEO and R J Jeyamurugan, CFO & Company Secretary of the Company.

Report on Corporate Governance (Contd.)

Audit Committee

Milind Sarwate
Chairman

The Audit Committee, presently, comprises of 3 Independent Directors, as under:

1. Milind Sarwate, Chairman
2. Ireena Vittal
3. Soumitra Bhattacharya

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee.

Composition and attendance

100%	3	9	96%
Independence	Members	Meetings	Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting Dates									% of attendance
		1	2	3	4	5	6	7	8	9	
		8th May 2024*	16th July 2024*	22nd October 2024	9th November 2024	17th December 2024	8th January 2025	3rd February 2025	4th March 2025	26th March 2025	
Milind Sarwate	Chairman	●	●	●	●	●	▭	●	●	●	100
Ireena Vittal	Member	▭	▭	●	▭	▭	⊗	●	●	●	89
Soumitra Bhattacharya	Member	●	●	●	▭	●	▭	●	▭	●	100

● Attended in person ⊗ Leave of absence ▭ Attended through video conference

Notes:

1. * These meetings were adjourned to the next day for consideration of quarterly and annual financial results, as applicable. All the members of the Committee were present at the adjourned meetings.
2. The intervening period between 2 consecutive Audit Committee meetings was well within the maximum allowed gap of 120 days.
3. There was requisite quorum in all the meetings of the Audit Committee held during the financial year 2024-25.

Terms of Reference

The Audit Committee is, *inter alia*, entrusted with the following key responsibilities by the Board of Directors of the Company:

Sr. No.	Activities of the Committee during the year	Frequency
1.	Overseeing the Company's financial reporting process and reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval.	◆
2.	Reviewing with the management standalone and consolidated financial results and annual financial statements and, if thought fit, recommend to the Board for approval.	◆/◆
3.	Reviewing, approving or subsequently modifying transactions of the Company with related parties.	◆/◆
4.	Evaluating the internal financial controls and risk management policies of the Company.	◆
5.	Recommending the appointment/ re-appointment, remuneration, terms of appointment and scope of Auditors of the Company, and approval of payment for any other service.	◆/◆
6.	Reviewing and monitoring the auditor's independence and performance and effectiveness of audit process and audit reports submitted by the auditor.	◆/◆
7.	Reviewing the adequacy of internal audit function and discussing with the internal auditors on the significant findings and further course adopted.	◆/◆
8.	Reviewing the grievance redressal mechanism of the Company and overseeing the functioning of the same.	◆
9.	Reviewing compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 and verify adequacy of internal controls.	◆/◆

Frequency: ◆ Annually ◆ Quarterly ◆ Periodically ▦ Event-based

Key discussions at the meetings of the Audit Committee during the financial year 2024-25

a. Reviewed the financial performance of the Company and its group companies.

b. Reviewed and recommended to the Board approval of the financials results and financial statements of the Company.

c. Reviewed and approved the related party transactions of the Company.

d. Reviewed the internal audit findings.

e. Assessed the need for impairment provision/reversal for the investments made in the Group companies and intangibles.

f. Reviewed the complaints and mechanism in relation to the violations of the code of conduct, including whistle blower and prevention of sexual harassment and take necessary action thereto.

g. Reviewed the process and approval of the scope for the audit conducted by the statutory and internal auditors of the Company.

h. Reviewed the basis of making accounting estimates and provisions.

i. Recommended to the Board amendments to the Codes & Policies in relation to strengthening the corporate governance mechanisms.

j. Reviewed and approved the significant changes in accounting policies and disclosures proposed in the financial statements of the Company for the financial year ending 31st March 2025.

k. Reviewed the processes and policies in place for the affirmation in relation to the directors' responsibility statement.

l. Reviewed the implications of various amendments to the applicable corporate laws.

m. Reviewed the outcome of performance evaluation of the Committee for the financial year 2023-24 and actionable items.

Report on Corporate Governance (Contd.)

Governance

a. The Audit Committee met nine times during the financial year 2024-25 against the statutory requirement of meeting four times in a financial year.

b. The composition and terms of reference of the Audit Committee are in line with the applicable provisions of the Listing Regulations and the Act. Further, the Audit Committee is an independent Committee.

c. The Audit Committee meets the Statutory Auditors and the Internal Auditor independently without the presence of any members of the management at least once a year.

d. The members of the Audit Committee are financially literate and have relevant experience in financial management.

e. The Committee meets quarterly for consideration of financial results, review, and approval of related party transactions.

f. The Internal Audit plan is approved by the Audit Committee before the beginning of financial year. The conduct of Internal Audit is oriented towards the review of internal controls and risks in the Company's operations and covers factories, sales offices, warehouses, and centrally controlled businesses and functions.

g. A dedicated meeting of the Committee is held to review the key internal audit observations, fixing the limits and reviewing the governance process for entering into related party transactions during the year.

h. The meetings of the Audit Committee are also attended by the Statutory Auditors, Managing Director & CEO, CFO & Company Secretary, Chief Internal Auditor, and other members of the Finance function of the Company as considered necessary for providing inputs to the Committee.

i. The Audit Committee has also transacted some of the business under its terms of reference by passing resolutions by circulation during the year under review.

j. The Audit Committee obtains external legal or other professional advice and secures the attendance of outsiders with relevant expertise, if it considers necessary.

k. The Chairman of the Audit Committee attended the 78th AGM of the Company for the financial year ended 31st March 2024 held on 25th June 2024 to answer the shareholder queries.

l. All the decisions and recommendations made by the Committee during the year were unanimously approved by the members of the Committee.

Nomination and Remuneration Committee

Soumitra Bhattacharya
Chairman

The Nomination and Remuneration Committee ("NRC"), presently, comprises 2 Independent Directors and a Non-Executive Director, as under:

1. Soumitra Bhattacharya, Chairman
2. Manish Choksi
3. R Seshasayee

The Chairman of NRC is an Independent Director.

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee.

Composition and attendance

67%	3	15	100%
Independence	Members	Meetings	Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting dates															% of attendance
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
		10th April 2024	27th April 2024*	1st May 2024	6th May 2024*	8th May 2024	28th May 2024	17th June 2024	26th August 2024	18th October 2024	17th December 2024	8th January 2025	3rd February 2025	17th February 2025	6th March 2025	27th March 2025	
Soumitra Bhattacharya#	Chairman	V	V	V	V	P	P	V	V	V	P	V	P	V	P	P	100
Manish Choksi	Member	P	V	V	V	P	P	V	V	V	P	V	P	V	P	P	100
R Seshasayee	Member	P	V	V	V	P	V	V	V	V	P	V	V	V	P	P	100

P Attended in person Leave of absence V Attended through video conference

Notes:

1. # Appointed as a member and Chairman of the Committee with effect from 1st April 2024.
2. * Meetings held on 27th April 2024 and 6th May 2024 were adjourned to 30th April 2024 and 7th May 2024, respectively. All the members of the Committee were present at the adjourned meetings as well.
3. There was requisite quorum in all the meetings of the NRC held during the financial year 2024-25.

Report on Corporate Governance (Contd.)

Terms of Reference

The NRC is, *inter alia*, entrusted with the following responsibilities by the Board of Directors of the Company:

Sr. No.	Activities of the Committee during the year	Frequency
1.	Formulating criteria for determining qualifications, positive attributes and independence of a Director.	Annually
2.	Recommending to the Board a policy, relating to the remuneration of the Directors, Key Managerial Personnel and other employees.	Event-based
3.	Devising a policy on Board Diversity.	Event-based
4.	Recommending to the Board a succession plan for the Board of Directors, Key Managerial Personnel and Senior Management and reviewing the same	Event-based / Periodically
5.	Reviewing and recommending to the Board, the remuneration, payable to Directors of the Company.	Periodically
6.	Identifying persons who are qualified to become Directors and who may be appointed as Key Managerial Personnel and in Senior Management in accordance with the criteria laid down and recommend to the Board their appointment and removal.	Event-based
7.	Reviewing the performance of the Managing Director & Chief Executive Officer	Annually
8.	Recommending to the Board all remuneration, in whatever form, payable to Key Managerial Personnel and Senior Management.	Periodically
9.	For every appointment of an Independent Director, NRC shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an Independent Director.	Event-based
10.	Specifying methodology for effective evaluation of performance of Board/ Committees of the Board and review the terms of appointment of Independent Directors on the basis of the report of performance evaluation of the Independent Directors.	Periodically
11.	Playing the role of Compensation Committee and to act as an administrator to the Employees Stock Option Scheme of the Company.	Periodically

Frequency: Annually Quarterly Periodically Event-based

Key discussions at the meetings of the NRC during the financial year 2024-25

a. Approved and recommended to the Board the remuneration payable to Directors, Key Managerial Personnel, and Senior Management.

b. Recommended to the Board the candidature of Mr. Varun Berry as an Independent Director and Ms. Nehal Vakil and Mr. Ashish Choksi as Non-Executive Directors of the Company.

c. Reviewed and recommended to the Board the changes in Senior Management cadre of the Company.

d. Reviewed and recommended to the Board the structure of remuneration payable to Managing Director & CEO of the Company, including performance parameters.

e. Reviewed the structure of remuneration payable to the Senior Management of the Company

f. Reviewed the performance of the Managing Director & CEO against the agreed goals

g. Recommended to the Board revision in terms of reference of the Nomination and Remuneration Committee.

h. Reviewed and briefed the Board on the succession plan of the Board of Directors and Senior Management.

i. Recommended to the Board the amendments to the Codes & Policies in relation to strengthening the corporate governance mechanisms.

j. Revised the induction plan and familiarisation programme for the newly appointed directors.

k. Discussed and reviewed the outcome of performance evaluation of the Board and its Committees for the financial year 2023-24 and the actionable items.

Governance

a. The NRC met fifteen times during the financial year 2024-25 against the statutory requirement of meeting once in a financial year.

b. The composition and terms of reference of NRC are in line with the applicable provisions of the Listing Regulations and the Act.

c. The Chairman of NRC attended the 78th AGM of the Company for the financial year ended 31st March 2024 held on 25th June 2024 to answer the shareholder queries.

d. All the decisions and recommendations made by the Committee during the year were unanimously approved by the members of the Committee.

Succession Planning

The Company believes that succession planning is imperative for a Company's continuity and sustainability.

It strives to maintain an appropriate balance of skills and experience within the organisation and the Board in an endeavour to introduce new perspectives while maintaining experience and continuity. The NRC plays a pivotal role in identifying successors to the members of the Board and invests substantial time with the Managing Director & CEO on succession planning of Senior Management. It has adopted a methodical and fair process to select the suitable candidate. The succession plan is closely aligned with the strategy and long-term needs of the Company.

The Company has in place a Policy on appointment of Independent Directors on the Board of Directors of the Company. This Policy, *inter alia*, lists the process to be followed for the appointment of Independent Directors, criteria for shortlisting the candidates, and critical attributes.

Nomination and Remuneration Policy

The Company has in place a Nomination and Remuneration Policy formulated as per the provisions of the Act and the Listing Regulations. During the year under review, the Policy was amended to, *inter alia*, include laying down and periodically reviewing succession plan for Directors, Key Managerial Personnel, and Senior Management and recommend the same to the Board for approval and incorporate revised definition of Senior Management pursuant to the amendment to the Listing Regulations.

Key objectives of the Nomination and Remuneration Policy and broad responsibilities of the NRC

a. Board membership

i. Formulate the criteria for appointing Director.

ii. Identify people as potential candidates who are qualified to be Directors.

iii. Nominate candidates for approval of the Board.

b. Performance evaluation

Determine a process for effective evaluation of performance of the Board, its Committees, and individual Directors.

c. Appointment of Senior Management

Appointment and evaluation of eligible internal and external candidates in positions within the Senior Management of the Company.

d. Remuneration of Directors, Senior Management, and Employees

In accordance with the said Policy, following is the criteria for payment of remuneration to Directors, Senior Management, and other employees:

i. Compensation to Managing Director or Executive Director: The NRC shall approve the compensation of the Managing Director which shall be in accordance with the applicable law, in line with Company's objectives, shareholders interest and industry standards, subject to the approval of the Board and shareholders.

ii. Remuneration to Non-Executive Directors: The NRC shall recommend to the Board for its approval, the commission payable to the Non-Executive Directors, including Independent Directors, after reviewing payments made by similar sized successful companies, after taking into account their contribution to the decision-making at meetings of the Board/Committees, participation and time spent as well as providing strategic inputs and supporting the highest level of Corporate Governance and Board effectiveness. In addition, the Directors excluding Executive Directors will be paid sitting fees for attending the meetings of the Board of Directors and its Committees.

iii. Compensation to Key Managerial Personnel & Senior Management: The NRC shall review performance of the Key Managerial Personnel and Senior Management of the Company, in discussion with the Managing Director & CEO and shall ensure that the remuneration involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.

iv. Remuneration to other employees: The Company regularly benchmarks the compensation levels and employee benefits in the market and makes necessary changes to remain consistent with the industry standards. The remuneration structure of employees is designed on principles of fairness, transparency and internal and external parity and involves an optimum balance of fixed and variable components.

e. Administrator to Employee Stock Option Plan

Plays the role of the Compensation Committee and administers our Company's ESOP Plan.

The said Policy can be accessed on the Company's website at https://www.asianpaints.com/NRCPolicy.html.

Report on Corporate Governance (Contd.)

Details of remuneration paid to Directors during the financial year 2024-25

Non-Executive Directors

The shareholders of the Company at the AGM held on 26th June 2014, approved a sum of not exceeding 1% of the net profits of the Company, per annum, calculated in accordance with Section 198 of the Act, to be paid to the Non-Executive Directors in a manner as decided by the Board of Directors. The remuneration paid to the Non-Executive Directors during the financial year 2024-25 is within the limits approved by the shareholders at the said meeting.

During the financial year 2024-25, sitting fees of ₹ 1,00,000 was paid for attending each meeting of the Board of Directors, Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Stakeholders Relationship Committee, Risk Management Committee, Investment Committee, and meeting of the Independent Directors.

Managing Director & CEO

The structure of remuneration payable to the Managing Director & CEO involves a fair balance of fixed pay and variable component which is linked to achievement of certain year on year and long-term targets as determined by the NRC and the Board of the Company.

The Variable Pay achievement targets, *inter alia*, include revenue and profit growth, specific targets for focused products, market share, ESG commitments, employee engagement & collaboration score and people development & succession planning for Senior Management.

The remuneration payable to all cadres of managerial employees, including the Managing Director & CEO, is benchmarked annually and is reviewed by the NRC. In accordance with the Nomination and Remuneration Policy of the Company, the revisions to the remuneration payable to the Managing Director & CEO, CFO & Company Secretary and other Senior Managerial Personnel are reviewed by the NRC based on their performance evaluation.

Details of the remuneration paid to the Directors for the services rendered during the financial year 2024-25, are as follows:

(Amount in ₹)

Name of Directors	Basic Salary	Perquisites	Sitting Fees	Commission	Total
R Seshasayee	-	-	36,00,000	50,00,000	86,00,000
Manish Choksi	-	-	33,00,000	46,00,000	79,00,000
Amit Syngle$	5,45,66,004	5,74,06,216	-	-	11,19,72,220
Malav Dani	-	-	22,00,000	44,00,000	66,00,000
Amrita Vakil	-	-	22,00,000	42,00,000	64,00,000
Jigish Choksi^	-	-	14,00,000	42,00,000	56,00,000
Milind Sarwate	-	-	25,00,000	48,00,000	73,00,000
Nehal Vakil*	-	-	15,00,000	42,00,000	57,00,000
Ireena Vittal	-	-	23,00,000	44,00,000	67,00,000
Soumitra Bhattacharya	-	-	42,00,000	46,00,000	88,00,000
Gopichand Katragadda%	-	-	17,00,000	44,00,000	61,00,000
Varun Berry@	-	-	7,00,000	17,50,000	24,50,000
Total	**5,45,66,004**	**5,74,06,216**	**2,56,00,000**	**4,65,50,000**	**18,41,22,220**

Notes:

1. $ The remuneration payable to Amit Syngle is linked to achievement of predetermined performance parameters.
2. $ Services of the Managing Director & CEO may be terminated by either party, giving the other party 6 months' notice or the Company paying 6 months' basic salary *in lieu* thereof. There is no separate provision for payment of severance pay.
3. ^ Ceased to be a Non-Executive Director of the Company with effect from close of business hours on 31st March 2025, upon resignation.
4. * Appointed as a Non-Executive Director of the Company liable to retire by rotation with effect from 25th June 2024, as was holding office in casual vacancy up to the date of the 78th AGM of the Company held on the said date.
5. % Appointed as an Independent Director of the Company with effect from 1st April 2024.
6. @ Appointed as an Independent Director of the Company with effect from 23rd October 2024.
7. Ashish Choksi (DIN: 00059132) was appointed as an Additional & Non-Executive Director of the Company with effect from 1st April 2025.
8. No stock options are granted to the Independent Directors and Promoter Directors of the Company.
9. The remuneration paid to all the Directors of the Company is within the limits prescribed under the provisions of the Act read with the corresponding Rules issued thereunder and the Listing Regulations.

Performance Evaluation

In terms of the requirements of the Act and the Listing Regulations, an annual performance evaluation of the Board is undertaken where the Board formally assesses its own performance with an aim to improve the effectiveness of the Board and its Committees.

The Company has a structured assessment process, wherein the NRC of the Company has laid down the process for an effective manner of performance evaluation of the Board, its Committees and the Directors, including the Chairman.

The evaluation is carried out in a confidential manner and the Directors provide their feedback by rating based on various metrics.

The performance evaluation of the Board, its Committees, and Directors is conducted under the guidance of the NRC Chair.

The Independent Directors at their separate meeting reviewed the performance of Non-Independent Directors, the Board as a whole and the Chairman of the Company after considering the views of other Directors, succession planning, the quality, quantity, and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

The Board of Directors has resolved to engage an external leadership advisory firm once in three years to conduct the Board evaluation. The Board had last engaged Egon Zehnder, a leadership advisory firm ("Egon Zehnder"), to conduct the Board evaluation for the financial year 2023-24.

During the year under review, questionnaires were circulated to the members of the Board and respective Committees soliciting their feedback on the performance of the Board, its Committees and individual Directors for the financial year 2024-25.

The Board evaluation process was completed for the financial year 2024-25. The outcome of the engagement was presented to the NRC and the Board of Directors of the Company.

The overall performance evaluation exercise was completed to the satisfaction of the Board. The Board of Directors deliberated on the key outcomes and actionable areas, agreed to take the necessary steps going forward.

Board and Individual Directors

The parameters of the performance evaluation process for the Board, *inter alia*, include composition of Board, process for appointment of Directors on the Board, succession planning of Chairman and Managing Director & CEO, open and honest discussion, handling critical and dissenting views, managing conflict of interest, attention to Company's long-term strategy, flow of information on key strategic matters and possible investment/ acquisition opportunities, evaluation of the governance processes of the Company, quality of discussions at the meeting, adequacy of risk management measures, overall contribution of Board to the Company, etc.

The parameters of the performance evaluation process for the Directors, *inter alia*, include effective participation at meetings of the Board, understanding of the roles, responsibilities and the business, domain knowledge, attendance of Directors, etc. Independent Directors were evaluated by the entire Board with respect to fulfilment of independence criteria specified in the Listing Regulations and the Act and their independence from the management. Additional criteria for evaluation of Chairman of the Board includes ability to co-ordinate Board discussions, steering the meeting effectively, seeking views and dealing with dissent, etc.

The outcome of survey and feedback from Directors was discussed at the meeting of NRC and Board of Directors.

Managing Director & CEO

The NRC evaluates the performance of the Managing Director & CEO by setting his Key Performance Objectives at the beginning of each financial year. The Committee ensures that its Key Performance Objectives are aligned with the immediate and long-term goals of the Company.

The performance of the Managing Director & CEO vis-à-vis the Performance Objectives/Parameters set at the beginning of the financial year are also reviewed by the NRC during the year.

Committees of the Board

The performance evaluation of Committees included aspects like the degree of fulfilment of key responsibilities as outlined by the terms of reference of the Committee, adequacy of Committee composition, effectiveness of discussions at the Committee meetings, quality of deliberations at the meetings and information provided to the Committees, etc. The feedback from members and the action suggested by the NRC and Board are discussed at the respective meetings of the Committees of the Board of Directors for taking necessary action.

Report on Corporate Governance (Contd.)

Synopsis of outcome of evaluations for the financial year 2024-25 and action plan

As an outcome of the performance evaluation, the Board noted the following:

a. the Board is committed to enhancing the Company's governance practices and norms.

b. the Board has the right set of committees with a proper structure guiding members to discharge their duties effectively.

c. the information and agenda provided to the Board and its Committees is effective in driving the agenda and provides clear recommendation for decision and action.

d. terms of reference for the Committees are appropriate with clearly defined roles and responsibilities.

e. the Committees are performing effectively and has clarity in actionable items reported back to the Board.

The overall outcome of the performance evaluation was positive, and the Board would engage further on the areas to be actioned upon.

The actionable areas for the financial year 2024-25 would, *inter alia*, include continuous focus on succession planning of the Board and Committee members, and strengthening informal interactions among the Board members & Senior Management.

Progress on recommendations from last year's evaluation was also discussed. The Board spent considerable time on focusing on strengthening of Board composition from the long-term perspective, including Board, Managing Director and Chair succession planning and spent more time on the Company's strategy.

Stakeholders Relationship Committee

Gopichand Katragadda
Chairman

The Stakeholders Relationship Committee ("SRC"), presently, comprises of an Independent Director and 2 Non-Executive Directors, as under:

1. Gopichand Katragadda, Chairman
2. Nehal Vakil
3. Ashish Choksi

The Chairman of SRC is an Independent Director.

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee and is also a permanent invitee to the Committee.

Composition and attendance

33%	3	2	100%
Independence	Members	Meetings	Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting Dates		% of attendance
		1	2	
		20th August 2024	12th February 2025	
Gopichand Katragadda*	Chairman			100
Jigish Choksi#	Member			100
Nehal Vakil	Member			100

Attended in person | Leave of absence | Attended through video conference

Note:

1. * Appointed as the member and Chairperson of the Committee with effect from 1st April 2024.
2. # Ceased to be a member of the Committee with effect from close of business hours on 31st March 2025, upon his resignation as a Non-Executive Director of the Company.
3. Ashish Choksi, Additional and Non-Executive Director, has been appointed as a member of the Committee with effect from 1st April 2025.
4. There was requisite quorum in all the meetings of the SRC held during the financial year 2024-25.

Report on Corporate Governance (Contd.)

Terms of Reference

The SRC is, *inter alia*, entrusted with the following responsibilities by the Board of Directors of the Company:

Sr. No.	Activities of the Committee during the year	Frequency
1.	Resolving the grievances of the security holders including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings, etc.	
2.	Reviewing of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/ statutory notices by the shareholders of the Company.	
3.	Issuing share certificates pursuant to duplicate/remat/renewal requests as and when received by the Company.	
4.	Providing direction to the management on the implementation of ESG Strategy.	
5.	Providing oversight of the execution of the ESG Strategy and the Company's progress and performance on its long-term ESG commitments and targets.	

Frequency: Annually Quarterly Periodically Event-based

Key discussions at the meetings of the SRC during the financial year 2024-25

a. Adopted 'Shareholders Referencer' for the benefit of the shareholders of the Company.

b. Reviewed the progress of ESG goals of the Company for the financial year 2024-25.

c. Reviewed the feedback of the analysts and institutional investors of the Company on the performance of the Company.

d. Reviewed the processes in place to enable shareholders to effectively exercise their voting rights.

e. Discussed and reviewed the recommendations of the proxy advisory firms and institutional investors on the resolutions placed for approval of the shareholders.

f. Reviewed the outcome of performance evaluation of the Committee for the financial year 2023-24 and actionable items.

Governance

a. The SRC met twice during the financial year 2024-25 against the statutory requirement of meeting once in a financial year.

b. The composition and terms of reference of the SRC are in line with the applicable provisions of the Listing Regulations and the Act.

c. SRC transacted some of the business under its terms of reference by passing resolutions by circulation during the year under review.

d. The Chairman of SRC attended the 78th AGM of the Company for the financial year ended 31st March 2024 held on 25th June 2024 to answer the shareholder queries.

e. The number of complaints received and redressed during the financial year 2024-25 is given in the 'General Shareholder Information' section, which forms part of this Integrated Annual Report.

f. All the decisions and recommendations made by the Committee during the year were approved by a requisite majority by the members of the Committee.

Compliance Officer

Mr. R J Jeyamurugan, CFO & Company Secretary, is the Compliance Officer in accordance with Regulation 6 of the Listing Regulations. Mr. R J Jeyamurugan is an Associate Member of ICSI and an Associate Member of the ICAI.

He is also a Key Managerial Personnel of the Company in accordance with the provision of Sections 2(51) and 203 of the Act read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

Corporate Social Responsibility Committee

Malav Dani
Chairman

The Corporate Social Responsibility ("CSR") Committee, presently, comprises of an Independent Director, Managing Director & CEO, and 2 Non-Executive Directors, as under:

1. Malav Dani, Chairman
2. Amrita Vakil
3. Amit Syngle
4. Gopichand Katragadda

The Chairman of CSR Committee is a Non-Executive Director.

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee.

Composition and attendance

25%	4	4	100%
Independence	Members	Meetings	Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting Dates 1 – 10th July 2024	2 – 15th October 2024	3 – 13th January 2025	4 – 18th March 2025	% of attendance
Malav Dani	Chairman					100
Amrita Vakil	Member					100
Amit Syngle	Member					100
Gopichand Katragadda*	Member					100

Attended in person Leave of absence Attended through video conference

Notes:

1. * Appointed a as member of the Committee with effect from 1st April 2024.
2. There was requisite quorum in all the meetings of the CSR Committee held during the financial year 2024-25.

Report on Corporate Governance (Contd.)

Terms of Reference

The CSR Committee is, *inter alia*, entrusted with the following key responsibilities by the Board of Directors of the Company:

Sr. No.	Activities of the Committee during the year	Frequency
1.	Recommending the amount of expenditure to be incurred on the CSR activities.	
2.	Monitoring implementation and adherence to the CSR Policy of the Company from time to time.	
3.	Preparing a transparent monitoring mechanism for ensuring implementation of the projects/programmes/activities proposed to be undertaken by the Company.	

Frequency: Annually Quarterly Periodically Event-based

Key discussions at the meetings of the CSR Committee during the financial year 2024-25

a. Reviewed and recommended to the Board the CSR budget for the financial year 2024-25 and the financial year 2025-26, including annual action plan.

b. Reviewed the status and implementation of CSR activities of the Company.

c. Reviewed the Impact Assessment of the Company's CSR projects.

d. Recommended to the Board the CSR Annual Report for the financial year 2023-24.

e. Reviewed the outcome of performance evaluation of the Committee for the financial year 2023-24 and actionable items.

Governance

a. The composition and terms of reference of the CSR Committee are in line with the applicable provisions of the Act.

b. The meetings of the CSR Committee are also attended by members of the CSR Council of the Company as invitees. Further, employees responsible for the CSR activities on ground, are invited to the Committee meetings to give the members a first-hand account of the work done.

c. The CSR Committee transacted some of the business under its terms of reference by passing resolutions by circulation during the year under review.

d. All the decisions and recommendations made by the Committee during the year were approved by a requisite majority by the members of the Committee.

e. The details of the CSR initiatives as per the CSR Policy of the Company are available in the Board's Report forming part of this Integrated Annual Report. The CSR Policy of the Company has been uploaded on the Company's website at https://www.asianpaints.com/CSRPolicy.html.

Risk Management Committee

Ireena Vittal
Chairperson

The Risk Management Committee ("RMC"), presently, comprises 2 Independent Directors, 2 Non-Executive Directors and a member from the management of the Company, as under:

1. Ireena Vittal, Chairperson
2. Milind Sarwate
3. Nehal Vakil
4. Ashish Choksi
5. Rahul Bhatnagar

The Chairperson of the RMC is an Independent Director.

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee.

Alok Agrawal, General Manager – Internal Audit & Risk heads the Internal Audit and Risk Management function of the Company and is a permanent invitee to the Committee.

Composition and attendance

40% Independence | **5** Members | **3** Meetings | **100%** Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting Dates 1 29th August 2024	2 15th January 2025	3 4th March 2025	% of attendance
Ireena Vittal*	Chairperson				100
Milind Sarwate	Member				100
Jigish Choksi#	Member				100
Nehal Vakil	Member				100
Rahul Bhatnagar	Member				100

Attended in person | Leave of absence | Attended through video conference

Notes:

1. * Appointed as a member and Chairperson of the Committee with effect from 1st April 2024.
2. # Ceased to be a member of the Committee with effect from close of business hours on 31st March 2025, upon his resignation as a Non-Executive Director of the Company.
3. Ashish Choksi, Additional and Non-Executive Director, has been appointed as a member of the Committee with effect from 1st April 2025.
4. The intervening period between 2 consecutive RMC meetings was well within the maximum allowed gap of 210 days.
5. There was requisite quorum in all the meetings of the RMC held during the financial year 2024-25.

Report on Corporate Governance (Contd.)

Terms of Reference

The RMC is, *inter alia*, entrusted with the following key responsibilities by the Board of Directors of the Company:

Sr. No.	Activities of the Committee during the year	Frequency
1.	Identification of Company's risk appetite set for various elements of risk.	Annually
2.	Ensuring appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.	Annually
3.	Formulating a detailed risk management policy which shall include: a. A framework for identification of internal and external risks specifically faced by the listed entity. b. Measures for risk mitigation including systems and processes for internal control of identified risks. c. Business continuity plan.	Annually
4.	Monitoring and overseeing implementation of the risk management policy, including evaluating the adequacy of risk management systems.	Annually
5.	Periodically reviewing the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.	Periodically
6.	Seeking information from any employee, obtaining outside legal or other professional advice and securing attendance of outsiders with relevant expertise as and when required.	Event-based

Frequency: Annually Quarterly Periodically Event-based

Key discussions at the meetings of the RMC during the financial year 2024-25

a. Reviewed the enterprise level risk, value of risk (risk quantification) in enterprise risk management, talent and attrition risk and competition risk.

b. Discussed and considered the risk assessment framework for capital expenditure projects evaluated by the Investment Committee.

c. Reviewed the outcome of performance evaluation of the Committee for the financial year 2023-24 and actionable items.

Governance

a. The RMC met thrice during the financial year 2024-25 against the statutory requirement of meeting twice in a financial year.

b. The composition and terms of reference of the RMC are in line with the applicable provisions of the Listing Regulations.

c. The RMC is responsible for oversight of the overall risk management processes of the Company and ensuring that key strategic and business risks are identified and addressed by the management.

d. The Company has in place Risk Management Framework, which provides the guiding principles for risk management efforts in the Company. The Risk Management Framework includes identification of risks, risk management process, reporting of risks to the management, and disclosure of such risks to stakeholders which shall impact the going concern status of the Company.

e. The Risk Management Policy of the Company articulates the Company's approach to address uncertainties in its endeavours to achieve its stated and implicit objectives. It prescribes the roles and responsibilities of various stakeholders within the Company, the structure for managing risks and framework with respect to Risk Management and the Internal Financial Controls comprehensively address the key strategic/ business risks, information technology, financial, cyber security risks, and operational risks, respectively.

f. The Risk Management Policy is available on the Company's website at https://www.asianpaints.com/RMPolicy.html.

g. The Committee obtains outside legal or other professional advice and secures attendance of outsiders with relevant expertise, if it considers necessary.

h. All the decisions and recommendations made by the Committee during the year were approved by the requisite majority by the members of the Committee.

Investment Committee

R Seshasayee
Chairman

Apart from the above statutory Committees, the Board has constituted an Investment Committee with the objective of focusing and reporting to the Board on areas of strategic focus and significance for the Company.

The Investment Committee ("IC"), presently, comprises of 2 Independent Directors, 3 Non-Executive Directors, and the Managing Director & CEO, as under:

1. R Seshasayee, Chairman
2. Manish Choksi
3. Malav Dani
4. Amit Syngle
5. Amrita Vakil
6. Soumitra Bhattacharya

The Chairman of the Investment Committee is an Independent Director.

R J Jeyamurugan, CFO & Company Secretary of the Company, is the Secretary to the Committee and is also a permanent invitee to the Committee.

Composition and attendance

33%	6	8	94%
Independence	Members	Meetings	Attendance

The details of the meetings held during the financial year 2024-25 and attendance of the members of the Committee, in person or through video conference, are detailed below:

Name of Members	Nature of Membership	Meeting Dates 1: 8th May 2024	2: 28th June 2024	3: 20th August 2024	4: 8th November 2024	5: 17th January 2025	6: 29th January 2025	7: 14th February 2025	8: 6th March 2025	% of attendance
R Seshasayee	Chairman	In person	Video	Video	In person	Video	Video	Video	In person	100
Manish Choksi	Member	In person	Video	Video	In person	Video	In person	Video	In person	100
Malav Dani	Member	Video	Video	Video	Video	Video	Video	Video	Video	100
Amit Syngle	Member	In person	Video	Video	In person	In person	In person	Video	In person	100
Amrita Vakil	Member	Video	Video	Video	In person	Video	Video	Video	In person	100
Soumitra Bhattacharya	Member	In person	Leave of absence	Video	Video	Leave of absence	Leave of absence	Video	In person	63

Attended in person Leave of absence Attended through video conference

Report on Corporate Governance (Contd.)

Terms of Reference

The terms of reference of the Investment Committee, *inter alia*, include reviewing and evaluating proposals for investment (including acquisitions), divestments, strategic alliances/technological tie-ups, large projects requiring capital expenditure based on strategic plans of the Company or its subsidiaries, and making appropriate recommendations to the Board of the Company.

It is also responsible for reviewing the post-transaction completion and integration processes and reviewing if the status is in line with the plans for acquisitions/strategical alliances/technological tie-ups.

Key discussions at the meetings of the IC during the financial year 2024-25

a. Reviewed and recommended to the Board the investment & acquisition proposals and monitoring of the status thereto.

b. Reviewed and recommended to the Board the Company & financial plans for the financial year 2025-26 and making changes, if any.

c. Reviewed the outcome of performance evaluation of the Committee for the financial year 2023-24 and actionable items.

Senior Management

The Nomination and Remuneration Policy of the Company defines Senior Management of the Company. The details of the Senior Management of the Company as on 31st March 2025, including changes therein during financial year 2024-25, are as under:

Sr. No.	Name of Senior Management Personnel	Designation
1.	Rahul Bhatnagar	President – Project Sales, R&T, Industrial JVs, Home Improvement
2.	R J Jeyamurugan	CFO, Company Secretary & Compliance Officer
3.	Harish Lade	Senior Vice President – Supply Chain
4.	Aashish Kshetry	Vice President – Systems
5.	Sameer Salvi	Vice President – Backward Integration Businesses, Mantech & Strategy
6.	Pragyan Kumar	Chief Executive – Asian Paints International Private Limited, a wholly owned subsidiary of the Company in Singapore
7.	Savitha Shivsankar	Chief Human Resources Officer
8.	Gagandeep Kalsi*	Associate Vice President – Strategy, Business Development, Décor & Services
9.	Amit Kumar Singh	Associate Vice President – Corporate Affairs & CSR
10.	Alok Agrawal	General Manager – Internal Audit & Risk (Chief Internal Auditor)
Changes during financial year 2024-25		
Appointment		
11.	Ashish Rae	Associate Vice President – Retail Sales, Marketing & Commercial
Resignation		
12.	Vishu Goel	Associate Vice President – Retail Sales, Commercial & Marketing
13.	Shyam Swamy	Vice President – Home Improvement, Décor, Services & Retailing

Note:

1. * Change in designation (earlier designation was Associate Vice President – Strategy, Business Development).

CEO/CFO Certification

As required under Regulation 17(8) of the Listing Regulations, the CEO/CFO certificate for the financial year 2024-25 signed by Mr. Amit Syngle, Managing Director & CEO, and Mr. R J Jeyamurugan, CFO & Company Secretary, was placed before the Board at its meeting held on 8th May 2025 and is annexed to this Integrated Annual Report as **Annexure (A)**.

Compliance Certificate on Corporate Governance

As required under Schedule V of the Listing Regulations, the Auditors Certificate on Corporate Governance is annexed to this Integrated Annual Report as **Annexure (B)**.

Report on Corporate Governance (Contd.)

General Body Meetings and Postal Ballot

General Body Meetings

Annual General Meeting ("AGM")

Details of the last 3 AGMs of the Company and summary of Special Resolutions passed therein, if any, are as under:

Financial Years	Date and Time	Location	Video Recording	Transcript	Other Weblinks	Special resolutions passed
2021-22	29th June 2022 at 11.00 a.m. IST	Conducted through video conference/ other audio visual means. The deemed venue of the meeting was the Registered Office of the Company then located at 6A, Shantinagar, Santacruz (East), Mumbai – 400 055	Click Here	Click Here	Notice: Click Here Results: Click Here Minutes: Click Here	NIL
2022-23	27th June 2023 at 11.00 a.m. IST			Click Here	Notice: Click Here Results: Click Here Minutes: Click Here	Continuation of directorship by Mr. Ashwin Dani (DIN: 00009126) as a Non-Executive Director of the Company.
2023-24	25th June 2024 at 11.00 a.m. IST			Click Here	Notice: Click Here Results: Click Here Minutes: Click Here	NIL

During the last three years, no resolutions have been rejected by the shareholders.

Extra Ordinary General Meeting ("EGM")

No EGM of the shareholders of the Company was held during financial year 2024-25.

Postal Ballot

During the financial year 2024-25, the following special resolutions were passed through Postal Ballot:

Date of postal ballot notice	Special resolutions passed	Approval date	Weblink	Voting Pattern of shareholders participated	
				% of votes cast in favour	% of votes cast against
28th March 2024	Appointment of Dr. Gopichand Katragadda (DIN: 02475721) as an Independent Director of the Company to hold office for a period of five consecutive years from 1st April 2024 to 31st March 2029.	8th May 2024	Notice: Click Here Results: Click Here	99.20	0.80
10th September 2024	Appointment of Mr. Varun Berry (DIN: 05208062) as an Independent Director of the Company to hold office for a period of five consecutive years from 23rd October 2024 to 22nd October 2029	16th October 2024	Notice: Click Here Results: Click Here	98.66	1.34

Procedure adopted for Postal Ballot

a. E-voting facility

In compliance with Regulation 44 of the Listing Regulations, Sections 108, 110, and other applicable provisions of the Act read with the Rules issued thereunder and the General Circulars issued in this regard by the Ministry of Corporate Affairs ("MCA"), the Company provided electronic voting facility to all its members.

The Company had engaged the services of National Securities Depository Limited ("NSDL") for the purpose of providing electronic voting facility to all its members.

b. Circulation of Postal Ballot Notice

The Postal Ballot Notice was sent to the members in electronic form at their email addresses registered with the Depositories/MUFG Intime India Private Limited (formerly Link Intime India Private Limited), the Company's Registrar and Share Transfer Agent.

The Company had also published a notice in the newspapers declaring the details of completion of dispatch, e-voting details, and other requirements in terms of the Act read with the Rules issued thereunder and the Secretarial Standards issued by ICSI. Voting rights were reckoned on the paid-up value of shares of the Company registered in the names of the shareholders as on the cut-off date. The notice of aforesaid Postal Ballots is available on the Company's website at https://www.asianpaints.com/PostalBallot.html.

c. Details of Scrutinizer

Mr. Makarand M. Joshi (Membership No.: 5533, CP No.: 3662), failing him, Ms. Kumudini Bhalerao (Membership No.: 6667, CP No.: 6690), Partners of Makarand M. Joshi & Co., Company Secretaries, were appointed as the Scrutinizer for carrying out the aforesaid Postal Ballots voting process through electronic means in a fair and transparent manner.

d. Postal Ballot voting results

The Scrutinizer submitted his report to the CFO & Company Secretary based on the authorisation by the Chairman of the Company, after the completion of scrutiny and the consolidated results of the voting by Postal Ballot were then announced by the CFO & Company Secretary.

The voting results pursuant to Regulation 44(3) of the Listing Regulations and Section 108 of the Act read with the Companies (Management and Administration) Rules, 2014, and Scrutinizer's Report on remote e-voting were placed on the Company's website at https://www.asianpaints.com/PostalBallot.html and were also available on the website of the stock exchanges and NSDL.

No Special Resolution is proposed to be passed through Postal Ballot as on the date of this Integrated Annual Report. However, if required, the same shall be passed in compliance of provisions of the Act and the Listing Regulations.

None of the businesses proposed to be transacted at the ensuing AGM require passing the resolution through Postal Ballot.

The details of the previous postal ballots are available on the Company's website at https://www.asianpaints.com/PostalBallot.html.

Compliance with Corporate Governance Requirements

a. Confirmation of compliance with applicable SEBI Regulations

The Company hereby confirms the following:

i. The Company has complied with the requirements specified in Regulations 17 to 27 and Clauses (b) to (i) of Regulation 46(2) of the Listing Regulations;

ii. The Company has complied with all the requirements of the stock exchanges and SEBI on matters relating to Capital Markets. There were no penalties imposed or strictures passed against the Company by SEBI, stock exchanges on which the shares of the Company are listed or any statutory authority in this regard, during the last three years;

iii. The Company has complied with all the mandatory requirements of the Listing Regulations relating to Corporate Governance; and

iv. There are no non-compliances of any requirements of Corporate Governance Report, as per sub-paras (2) to (10) of Schedule V Part C of the Listing Regulations.

b. Confirmation by Senior Management Personnel

In accordance with the provisions of Regulation 26(5) of the Listing Regulations, Senior Management Personnel have affirmed that they do not have any personal interest relating to material, financial, and commercial transactions which may have a potential conflict with the interest of the Company at large.

c. No special rights to shareholders

SEBI introduced Regulation 31B to the Listing Regulations, pursuant to which 'Special Rights' granted to a shareholder will be subject to the approval by the shareholders in a general meeting by way of a special resolution once in every five years starting from the date of grant of such Special Right. The existing 'Special Rights' to any shareholder must be ratified within five years of 14th July 2023.

The Company ensures equitable treatment to all shareholders and has not granted any special rights like nomination rights, veto rights/affirmative voting, information rights, anti-dilution rights, right of first refusal, tag along rights, divestment rights, etc. to its shareholders.

Report on Corporate Governance (Contd.)

d. Agreement in relation to dealing in securities of the Company

In accordance with the provisions of Regulation 26(6) of the Listing Regulations, the Key Managerial Personnel, Directors, members of the Promoter(s) & Promoter(s) Group, and Senior Managerial Personnel have affirmed that they have not entered into any agreement for themselves or on behalf of any other person, with any shareholder or any other third party with regard to compensation or profit sharing in connection with dealings in the securities of the Company.

e. Disclosure of certain type of Agreements Binding Listed Entities

The Company has not been informed of any agreement under Regulation 30A(1) read with clause 5A of paragraph A of Part A of Schedule III of the Listing Regulations. Accordingly, there was no requirement for disclosing the same.

f. Related Party Transactions ("RPTs")

During the year under review,

i. All RPTs entered into by the Company, were approved by the Audit Committee and were in the ordinary course of business and at arm's length. The Audit Committee also granted prior omnibus approval for RPTs which would be in the ordinary course of business and on an arm's length that are repetitive in nature and also for unforeseen transactions, in line with the Policy on Dealing with and Materiality of Related Party Transactions and the applicable provisions of the Act read with the Rules issued thereunder and the Listing Regulations (including any statutory modification(s) and/or re-enactment(s) thereof, for the time being in force).

ii. The Audit Committee reviewed on a quarterly basis, the details of RPTs, entered into by the Company pursuant to the omnibus approval granted.

iii. The Company did not enter into any material RPTs nor did it enter into any significant transaction with its related parties that may have a potential conflict with the interests of the Company.

iv. The RPTs undertaken by the Company were in compliance with the provisions set out in the Act read with the Rules issued thereunder and relevant provisions of the Listing Regulations.

v. The business rationale for the transactions with related parties and details of the same form part of the Board's Report and Notes to financial statements of this Integrated Annual Report.

vi. SEBI vide its Circular dated 14th February 2025 had notified the Industry Standards on minimum information to be provided to the audit committee and shareholders while seeking their approval for related party transactions. This industry standard is applicable for all the approvals for related party transactions sought on or after 1st July 2025.

The Company has on a voluntary basis presented the requisite information as per the Industry Standards for the related party transactions to be entered into by the Company during financial year 2025-26 it to the Audit Committee for their information.

vii. The Company has amended the Policy on Dealing with and Materiality of Related Party Transactions to incorporate the changes pursuant to amendment in the Listing Regulations and notification of Industry Standards. The revised Policy on Dealing with and Materiality of Related Party Transactions is available on the website of the Company at https://www.asianpaints.com/RPTPolicy.html.

viii. Pursuant to Regulation 23(9) of the Listing Regulations, the Company had filed the half-yearly reports on related party transactions with the stock exchanges on which the equity shares of the Company are listed.

ix. The details of remuneration paid to the employee of the Company, who is relative of the Directors as on 31st March 2025 are as under:

Name of the Employee	Name of relationship with Directors	Remuneration (in ₹)
Varun Vakil	Relative of Amrita Vakil and Nehal Vakil	1,16,89,883

Note:
In terms of Section 177 and other applicable provisions, if any, of the Act read with the Rules issued thereunder and the Listing Regulations, the appointment and remuneration payable to the aforesaid employee is approved by NRC and the Audit Committee and is noted by the Board of the Company and is at arm's length and in the ordinary course of business.

The Audit Committee engages an independent firm of accountants once every two years to review the process for related party transactions. The last of such review was undertaken in financial year 2023-24, wherein it was stated that the Company's processes in this regard are appropriate.

g. Reclassification of the entity forming part of the Promoter(s) Group of the Company

The Company based on the request received from the following entities forming part of the Promoter(s) Group of the Company processed the request for reclassification of such entities from the 'Promoter(s) Group' category to the 'Public' category in terms of the provisions of the Listing Regulations:

Name of the entity	Shareholding, if any in the Company	Promoter(s) or Promoter(s) Group	Approval from Board of Directors	Submission of application with the stock exchanges	Approval from stock exchanges
Hitech Insurance Broking Services Limited ("HIBSL")	Nil	Promoter(s) Group	17th January 2024	15th February 2024	11th September 2024
Vijal Holding and Trading Company Private Limited ("VHTCPL")	Nil	Promoter(s) Group	9th November 2024	3rd December 2024	3rd February 2025

The said requests were pursuant to the divestment of the entire stake held by the members of the Promoter(s) & Promoter(s) Group of the Company in the HIBSL and VHTCPL in favour of persons not forming part of or related to the Promoter(s) & Promoter(s) Group of the Company.

The Company has made necessary disclosures on the material developments in this regard to the stock exchanges for public dissemination in terms of the Listing Regulations.

h. Loans and advances

No loans/advances in the nature of debt were given to firms/companies in which Directors of the Company are interested.

i. Vigil Mechanism and Whistle Blower Policy

The Company is committed to the highest standards of ethical, moral, and legal business conduct.

The Company has adopted a Whistle Blower Policy and an effective vigil mechanism system to provide a formal mechanism to its Directors, employees, customers, suppliers, shareholders and business associates to voice concerns in a responsible and effective manner regarding suspected unethical matters involving serious malpractice, abuse or wrongdoing within the organisation and also safeguards against victimisation of Directors/ employees and business associates who avail of the mechanism.

The vigil mechanism as envisaged in the Act and the Listing Regulations is implemented through the Code of Conduct for Employees and Whistle Blower Policy. The scope of the vigil mechanism also enables its stakeholders to report on any cases of leakage of UPSI and consequent non-compliance with the SEBI (Prohibition of Insider Trading) Regulations, 2015 ("SEBI PIT Regulations").

In accordance with the Policy, an Ethics Committee has been constituted comprising of the Managing Director & CEO, CFO & Company Secretary, and the Chief Human Resources Officer for receiving and investigating all complaints and protected disclosures under Whistle Blower Policy.

Employees of the Company or business partners can make protected disclosures to the Ethics Committee through the Asian Paints Ethics Hotline (toll-free number 000-800-100-1622/web reporting facility https://asianpaints.ethicspoint.com) and/or any other written communication by sending it to the Registered Office of the Company or via email to whistle.blower@asianpaints.com or oral means of communication.

The employees/Directors and business associates may, in exceptional cases, approach directly to the Chairman of the Audit Committee of the Board of the Company for registering complaints.

All incidents that are reported are investigated in true letter and spirit and suitable action is taken in line with the Whistle Blower Policy. No person was denied access to the Audit Committee of the Company with regard to the above.

The Whistle Blower Policy is available on the Company's website at https://www.asianpaints.com/WBPolicy.html.

j. Non-Mandatory requirements

i. The Independent Chairman of the Company has been provided with a Chairman's Office at the Registered Office of the Company.

ii. The Chairman of the Board is a Non-Executive Independent Director and his position is separate from that of the Managing Director & CEO.

Report on Corporate Governance (Contd.)

Further, the Chairman of the Board is not related to the Managing Director & CEO.

iii. Quarterly and Half-yearly financial results of the Company are sent to all the shareholders who have registered their email addresses with the Company and to the stock option grantees of the Company.

iv. The Company discusses with the Institutional Investors and Equity Analysts on the Company's performance on a periodic basis and presentations, if any, made during such meetings and calls are also available on the Company's website at https://www.asianpaints.com/InvestorPresentations.html.

v. During the year under review, there is no audit qualification on the Company's financial statements. The Company continues to adopt best practices to ensure regime of unmodified audit opinion.

vi. The Chief Internal Auditor reports functionally to the Audit Committee of the Company and administratively to the Managing Director & CEO. He participates in the meetings of the Audit Committee and presents his internal audit observations to the Audit Committee and is a permanent invitee of the Risk Management Committee.

vii. The Independent Directors of the Company hold at least 2 meetings in a financial year, without the presence of non-independent directors and members of the management and all the Independent Directors' endeavour to be present at such meetings. During the year under review, 3 meeting of the Independent Directors were held.

viii. The Company publishes audited standalone financial results every quarter.

ix. The Integrated Report has been prepared as per the Integrated Reporting <IR> framework by International Integrated Reporting Council.

Reasonable and limited assurance engagement on the agreed indicators in the Integrated Annual Report including the Business Responsibility and Sustainability Report has been provided by Deloitte Haskins & Sells LLP (FRN 117366W/W-100018), in accordance with the Standard on Sustainability Assurance Engagements ("SSAE") 3000, Assurance Engagements on Sustainability Information and the Standard on Assurance Engagements ("SAE") 3410, Assurance Engagements on Greenhouse Gas Statements, both issued by the Sustainability Reporting Standards Board of the ICAI, the International Standards on Assurance Engagements ("ISAE") 3000 (revised), ISAE 3410, Assurance Engagements on Greenhouse Gas Statements issued by the International Auditing and Assurance Standard Board ("IAASB"). The report is annexed to this Integrated Annual Report.

k. Governance of Subsidiary companies

The Company does not have any material subsidiary company in terms of Regulation 16(1)(c) of the Listing Regulations. Accordingly, no further disclosures are required in this regard.

During the year, the Company amended its Policy on Material Subsidiaries to incorporate the revised definition pursuant to recent amendments to the Listing Regulations. The said policy is available on the Company's website at https://www.asianpaints.com/PolicyforMaterialSubsidiaries.html.

The synopsis of the minutes of the meetings of the subsidiary companies are placed before the Board on a quarterly basis and the minutes are made accessible via a secure web-based platform. The Audit Committee reviews the financial statements and details of investments of these subsidiary companies.

Additionally, the management submits a half-yearly report to the Audit Committee and the Board, highlighting significant transactions and arrangements entered into by unlisted subsidiaries, if any.

l. Website

The Company ensures dissemination of applicable information under Regulation 46(2) of the Listing Regulations on the Company's website at https://www.asianpaints.com/CorporateGovernanceatAPL.html. This section includes the basic information of the Company. Further, it also includes details relating to the financial results declared by the Company, annual reports, presentations made by the Company to investors, press releases, shareholding patterns and such other material information which is relevant to shareholders, etc. The Company ensures the content on the website of the Company is correct and updated within prescribed timelines.

m. Secretarial Compliance Report

SEBI vide its Circular No. CIR/CFD/CMD1/27/2019 dated 8th February 2019 read with Regulation 24A of the Listing Regulations, directed listed entities to obtain Annual Secretarial Compliance Report from a Practicing Company Secretary of all applicable SEBI Regulations and circulars/guidelines issued thereunder.

The Secretarial Compliance Report, submitted by a Practicing Company Secretary, is in addition to the Secretarial Audit Report in Form No. MR-3 and is filed with the Stock Exchanges within 60 days of the financial year-end.

The Company engaged Dr. K. R. Chandratre (CP No.: 5144), Practicing Company Secretary and Secretarial Auditor, to provide the required certification.

This Report is being published voluntarily and has been annexed to the Board's Report, forming part of this Integrated Annual Report.

n. Certificate from Practicing Company Secretary

Certificate as required under Part C of Schedule V of the Listing Regulations, received from Mr. Makarand M. Joshi (CP No.: 3662), Partner of Makarand M. Joshi & Co., Practicing Company Secretaries, that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed and/or continuing as Directors of the Company by the SEBI/MCA or any such statutory authority, was placed before the Board of Directors at their meeting held on 8th May 2025 and is set out as **Annexure (C)** to this Integrated Annual Report.

o. Secretarial Auditor

The Board of Directors of the Company, on the recommendation made by the Audit Committee, had re-appointed Dr. K. R. Chandratre, Practicing Company Secretary (CP No.: 5144), as the Secretarial Auditor to conduct an audit of the secretarial records for the financial year 2024-25.

Dr. K. R. Chandratre, Practicing Company Secretary, is eligible to be re-appointed as Secretarial Auditor of the Company for a further term of five consecutive financial years, in terms of provisions of Regulation 24A of the Listing Regulations read with SEBI Circular No. SEBI/HO/CFD/CFD-PoD-2/CIR/P/2024/185 dated 31st December 2024 and the Act.

Accordingly, the Board of Directors of the Company at their meeting held on 8th May 2025 on the recommendation of the Audit Committee and subject to the approval of the shareholders of the Company at the ensuing AGM, have approved the re-appointment of Dr. K. R. Chandratre, Practicing Company Secretary (CP No. 5144), as the Secretarial Auditor, for a further period of five consecutive financial years from the financial year 2025-26 to financial year 2029-30.

Dr. K. R. Chandratre has given his consent and confirmed that he is not disqualified from being appointed as the Secretarial Auditor of the Company and satisfies the eligibility criteria.

The profile of the Secretarial Auditor is available on the Company's website at https://www.asianpaints.com/Auditors.html.

p. Total fees paid to Statutory Auditors of the Company

Total fees for the financial year 2024-25, paid by the Company and its subsidiaries, on a consolidated basis, to Deloitte Haskins & Sells LLP, Chartered Accountants, (Firm Registration No. 117366W/W-100018), Statutory Auditors and all entities in the network firm/network entity of which the Statutory Auditors are a part, for all services taken from them are as follows:

Particulars	Amount (₹ In Crores)
Statutory audit fees	4.14
Tax audit fees	0.36
Other services* (includes other certification, out-of-pocket expenses, etc.)	0.93
Total	**5.43**

* required under applicable laws.

q. Disclosure relating to Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company is committed to ensuring that all employees work in an environment that not only promotes diversity and equality but also mutual trust, equal opportunity and respect for human rights.

As per the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules made thereunder, the Company has adopted a gender neutral Policy for Prevention, Prohibition and Redressal of Sexual Harassment of Women at

Report on Corporate Governance (Contd.)

Workplace, for the prevention of sexual harassment which is aimed at providing all employees a safe, secure and dignified work environment and constituted an Internal Complaints Committee to deal with complaints relating to sexual harassment at workplace.

Further, the Policy also gives shelter to contract workers, probationers, temporary employees, trainees, apprentices of the Company and any person visiting the Company at its office. The Company has in place an effective mechanism for dealing with complaints relating to sexual harassment at workplace.

The details relating to the number of complaints received and disposed of during the financial year 2024-25 are as under:

Particulars	Number of complaints*
Filed during the financial year	7
Disposed off during the financial year	7
Pending as at the end of the financial year	0

* Cases were resolved within 90 days.

The Policy for Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace is available on the Company's website at https://www.asianpaints.com/POSHPolicy.html.

r. Code of Conduct for Employees

The Company has adopted a Code of Conduct for Employees which provides guiding principles of conduct to promote ethical conduct of business, confirms equitable treatment of all, and to avoid practices like bribery, corruption, and anti-competitive practices.

Employees are mandated to undergo video-based training modules and case studies embodying real-life examples upon joining the organisation as a part of their induction and annually as a part of periodic refresher trainings for all employees. During the year under review, around 86% of employees completed the training module.

The Code of Conduct for Employees enjoins that everyone in the organisation must know and respect existing laws, accept, and provide appropriate professional views, and be upright in their conduct and observe corporate discipline.

The Code of Conduct for Employees is aligned to the Asian Paints' charter, its values, ESG matrix and focus areas, and it include the policies and practices followed by the Company, to include guiding principles on which the Company conducts its business and its implementation by employees.

The Code of Conduct for Employees is available on the Company's website at https://www.asianpaints.com/EmployeeCoC.html.

s. Code of Conduct for Board Members and Senior Management Personnel

The Company has adopted a Code of Conduct for Board Members and Senior Management Personnel which provides guiding principles of conduct to promote ethical conduct of business, confirms to equitable treatment of all, and to avoid practices like bribery, corruption and anti-competitive practices.

During the year under review, the Code of Conduct for Board Members and Senior Management Personnel was amended to, *inter alia*, include the revised definition of Senior Management pursuant to the amendment to the Listing Regulations.

All the Board members and Senior Management Personnel have affirmed compliance with the Code of Conduct for Board and Senior Management Personnel for the financial year 2024-25. A declaration to this effect duly signed by Mr. Amit Syngle, Managing Director & CEO of the Company is annexed as **Annexure (D)** to this Integrated Annual Report.

The Code of Conduct for Board Members and Senior Management Personnel is available on the Company's website at https://www.asianpaints.com/CodeofConductBODSM.html.

The Board of Directors reviews this Code once in three years and every subsequent modification, alteration or amendment made thereto, shall be promptly disclosed on the Company's website.

t. Code of Conduct for Business Partners

The Company has adopted a formal Code of Conduct for its Business Partners (Business Partners include suppliers/dealers/service providers/vendors/traders/agents/consultants/contractors/sub-contractors/joint venture partners/third parties, acting directly and/or through their representatives, engaged by the Company, in the normal course of business).

The Company has developed the Code of Conduct for Business Partners to emphasise its commitments in the areas of business integrity, human rights, labour practices and environment stewardship. The Code of Conduct for Business Partners is available on the Company's website at https://www.asianpaints.com/CodeofConductforBusinessPartners.html.

u. Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons

In accordance with the SEBI (Prohibition of Insider Trading) Regulations, the Company has a Code of Conduct to Regulate, Monitor and Report trading by Designated Persons ("Code for Prevention of Insider Trading") and a Code of Practices and Procedures for fair disclosure of Unpublished Price Sensitive Information ("Code of Fair Disclosure").

Further, the Company has established systems and procedures to prohibit insider trading activity.

The Code for Prevention of Insider Trading is reviewed and amended suitably from time to time, to incorporate the amendments carried out by SEBI.

All compliances relating to the Code for Prevention of Insider Trading are being managed through a web-based portal onboarded by the Company.

The Company periodically circulates the informative emails on prevention of Insider Trading, Do's and Don'ts, etc. to the Designated Persons to familiarise them with the provisions of the Code for Prevention of Insider Trading and educate and sensitise them on various aspects of Code for Prevention of Insider Trading.

The management also conducted several trainings and workshops with the Designated Persons to create awareness on various aspects of the Code for Prevention of Insider Trading and the SEBI PIT Regulations and to ensure that the internal controls are adequate and effective to ensure compliance.

These activities have created substantial awareness amongst the Designated Persons. During the year under review, the Audit Committee has reviewed the compliance with the provisions of the SEBI PIT Regulations and has verified that the systems for internal controls are adequate and operating effectively.

The Audit Committee reviews cases of non-compliances, if any, and makes necessary recommendations to the Board, as prescribed in the penalty framework adopted by the Board of Directors, with respect to action taken against such defaulters in accordance with the penalty framework.

The said non-compliances are promptly intimated to the stock exchanges in the prescribed format and penalty, if any, is being directly deposited by the Designated Person with SEBI's Investor Protection and Education Fund.

During the year under review, the Code for Prevention of Insider Trading was amended, *inter alia*, to incorporate the amendments made under provisions of the SEBI (Prohibition of Insider Trading) Regulations.

The Board has also formulated a Policy for determination of 'legitimate purposes' as a part of the Code of Fair Disclosure as per the requirements of the SEBI PIT Regulations.

All the Designated Persons of the Company submitted their annual disclosures in accordance with the Code for Prevention of Insider Trading, in compliance with the SEBI PIT Regulations.

The Code for Prevention of Insider Trading and Code of Fair Disclosure is available on the Company's website at https://www.asianpaints.com/CodesandPolicies.html.

v. Policy on engagement of Auditors

The Company has a Policy on engagement of Statutory Auditors of the Company.

The objective of the Policy is to act as a guideline for establishing proper procedures for determining, *inter alia*, qualification, eligibility, and procedure for appointment/re-appointment/removal of the statutory auditors that conform with the extant norms of applicable laws and regulations.

During the year under review, the Policy on engagement of Statutory Auditors of the Company was amended to extend the provisions with respect to qualifications, eligibility, and procedure for appointment/re-appointment/removal of the Statutory Auditors to the Secretarial Auditors and Cost Auditors that conform with the extant provisions of applicable laws and regulations.

Accordingly, the nomenclature of the Policy from the existing "Policy on engagement of Statutory Auditors of the Company" was revised to "Policy on engagement of Auditors of the Company".

The Policy on engagement of Auditors of the Company is available on the Company's website at https://www.asianpaints.com/AuditorsEngagementPolicy.html.

Report on Corporate Governance (Contd.)

w. Advocacy Policy

The Company has an Advocacy Policy which states the commitment of the Company to open and transparent engagements that create the sustainable future, advance economic value, and promotes trust in Company's vision of 'Bringing joy to people's lives'. The Advocacy Policy is available on the Company's website at https://www.asianpaints.com/AdvocacyPolicy.html.

x. Disclosure on resignation of Independent Directors

None of the Independent Directors of the Company have resigned before the expiry of their tenure. Thus, the disclosure of detailed reasons for their resignation along with their confirmation that there are no material reasons other than those provided by them is not applicable.

y. Commodity price risk or foreign exchange risk and hedging activities

The disclosure of commodity price risk or foreign exchange risk and hedging activities is given in the 'General Shareholder Information' section, which forms part of this Integrated Annual Report.

z. Means of communication

The Company promptly discloses information on material corporate developments and other events as required under the Listing Regulations. Such timely disclosures indicate the good corporate governance practices of the Company. For this purpose, it provides multiple channels of communications through dissemination of information on the online portal of the stock exchanges, Press Releases, Annual Reports, and by placing relevant information on its website.

i. Publication of financial results

In accordance with regulatory requirements and to ensure transparency with stakeholders, the Company publishes its quarterly, half-yearly, and annual financial results in leading English and Marathi newspapers. These include:

- The Economic Times (All-India edition)
- Free Press Journal (Mumbai edition)
- Business Standard (Mumbai edition)
- Navshakti (Mumbai edition)
- NavGujarat Samay
- Maharashtra Times (Maharashtra edition)

This practice ensures wide accessibility of financial information to shareholders and the investing public.

ii. Website

In compliance with Regulation 46 of the Listing Regulations, a separate dedicated section under 'Investors' i.e., 'Disclosure under Regulation 46 of SEBI (LODR) Regulations' on the Company's website gives information on various announcements made by the Company, status of unclaimed dividend, annual reports, financial results, official news releases along with the applicable policies of the Company.

The said section can be access on the Company's website at https://www.asianpaints.com/CorporateGovernanceatAPL.html.

Quarterly Compliance Reports on Corporate Governance and other relevant information of interest to the Investors are also placed under the Investors section on the Company's website.

Further, the Company has made necessary information available under the said section pursuant to the amendment under Regulation 46 of the Listing Regulations.

iii. Analysts presentations

In compliance with Regulation 46 of the Listing Regulations, the Company ensures timely and transparent communication with its stakeholders. Presentations, audio and video recordings, and transcripts of investor conference calls discussing the Company's business and financial performance are made available on the Company's website. This initiative is aimed at providing easy access to institutional investors, analysts, and shareholders.

The Company also conducts calls/meetings with investors immediately after declaration of financial results to brief them on the performance of the Company.

These calls are attended by the Managing Director & CEO, CFO & Company Secretary, Associate Vice President – Finance, and representatives of Corporate Communications. The Company also uploads transcripts and audio recordings of the said meet on its website.

The Company's presentations made to the institutional investors and analysts are also available on the Company's website at https://www.asianpaints.com/InvestorPresentations.html.

iv. Stock Exchanges

The Company has a Policy for determination of Materiality of Events/Information for the purpose of making disclosure to the stock exchanges.

The Managing Director & CEO and CFO & Company Secretary are empowered to decide on the materiality of information for the purpose of making disclosures to the stock exchanges.

The Company makes timely disclosures of necessary information to BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE"), where shares of the Company are listed, in terms of the Listing Regulations and other applicable rules and regulations issued by the SEBI.

The financial results of the Company and other UPSI are submitted to the stock exchanges immediately upon approval of the Board of Directors at the meeting and the meeting of the Board of Directors thereafter continues till its scheduled time, in order to minimise the time taken for dissemination of UPSI.

During the year under review, the Policy for determination of Materiality of Events/Information was amended, *inter alia*, to incorporate the amendments made under provisions of the SEBI (Prohibition of Insider Trading) Regulations.

The Policy for determination of Materiality of Events/Information is available on the Company's website at https://www.asianpaints.com/MaterialityPolicy.html.

v. Exclusive email ID for investors

The Company has a designated email id i.e., investor.relations@asianpaints.com exclusively for investor services, and the same is prominently displayed on the Company's website.

vi. NEAPS (NSE Electronic Application Processing System) and BSE Listing Centre

NEAPS and BSE Listing are web-based applications designed by NSE and BSE, respectively, for corporates to make submissions. All periodical compliance filings, *inter alia*, shareholding pattern, compliance report on corporate governance, corporate announcements, Integrated Filing (Governance) and Integrated Filing (Financials) amongst others, are filed electronically in accordance with the Listing Regulations.

Further, in compliance with the provisions of the Listing Regulations, all the disclosures made to the stock exchanges are in a format that allows users to find relevant information easily through a searching tool.

General Shareholder Information

1.	**Corporate Identification Number**	L24220MH1945PLC004598
2.	**Registered Office**	Asian Paints Limited, 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India
3.	**Annual General Meeting**	
	Day, Date & Time	Thursday, 26th June 2025 at 11.00 a.m. IST
	Venue	Video conference/other audio visual means [Deemed venue for meeting: Registered Office of the Company]
4.	**E-Voting Details**	
	Cut-Off date	Thursday, 19th June 2025 Shareholders whose names appear in the Register of Members of the Company or Register of Beneficial Owners maintained by the Depositories as on the cut-off date shall be eligible to vote either through remote e-Voting or e-Voting during the AGM
	E-Voting start date and time	Sunday, 22nd June 2025 at 9.00 a.m. IST
	E-Voting end date and time	Wednesday, 25th June 2025 at 5.00 p.m. IST
5.	**Financial Calendar**	
	Financial Year	1st April to 31st March

The calendar (tentative and subject to change) for consideration and approval of financial results during the financial year 2025-26

Quarter and period ending on	Board meeting date	Trading window closure
June 2025	29th July 2025	20th June 2025 to 31st July 2025
September 2025	12th November 2025	19th September 2025 to 14th November 2025
December 2025	20th January 2026	19th December 2025 to 22nd January 2026
March 2026	12th May 2026	20th March 2026 to 14th May 2026

6.	**Listing Details**		
	Name of Stock Exchanges	**Scrip Code/Symbol**	**Address**
	BSE Limited ("BSE")	500820	BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001
	National Stock Exchange of India Limited ("NSE")	ASIANPAINT	National Stock Exchange of India Limited Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051
7.	**ISIN for Depositories**	INE021A01026	

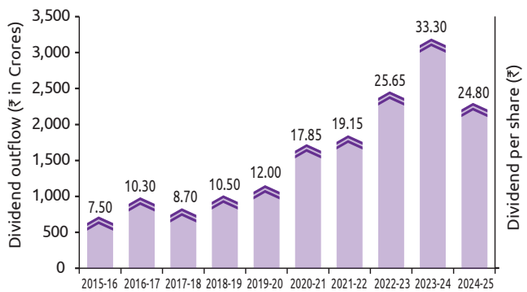
Payment of Listing Fees: Annual listing fees for the financial year 2025-26 has been paid by the Company to BSE and NSE.

Payment of Depository Fees: Annual Custody/Issuer fees is being paid by the Company within the due date of the invoices received from National Securities Depository Limited ("NSDL") and Central Depository Services (India) Limited ("CDSL").

8. Shareholders' Value Creation

a. Details of the dividend declared and paid by the Company for the last 10 years

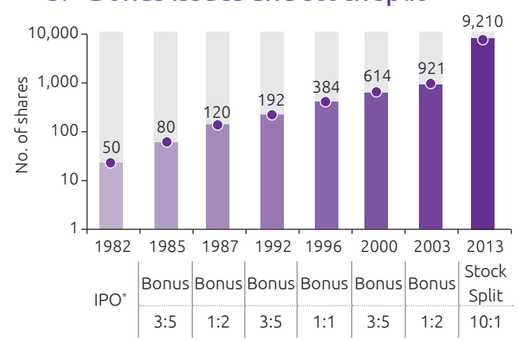
The Company has a consistent track record of rewarding its shareholders, including by way of payment of dividend. The Company has paid dividend amounting to ₹ 16,282.38 crores in last 10 years. The details of the same have been summarised below:



Notes:

1. Dividend for financial year 2016-17, includes one-time special dividend of ₹ 2 per share of face value of ₹ 1 each.
2. Dividend for financial year 2024-25, includes final dividend of ₹ 20.55 for the financial year 2024-25 recommended by the Board of Directors, subject to approval of shareholders at the ensuing AGM.

b. Bonus issues and stock split



* Equity shares of face value of ₹ 10 each fully paid-up issued at a premium of ₹ 13 per share

The above graph depicts the increase in the number of Asian Paints shares as a result of the Company's bonus issues over the years and a stock split in 2013 in the ratio of 10:1. For example, if an investor held 50 shares in 1982 during Initial Public Offer ("IPO") and continued to hold it, he/she/they would have 9,210 shares today owing to the bonus share issues and stock split.

Over the course of 43 years since the IPO, the shareholders wealth has grown at a CAGR of ~ 26%.

Capital Evolution

The details of paid-up capital evolution of the Company can be accessed on the website of the Company at www.asianpaints.com.

9. In case the securities of the Company are suspended from trading, the reasons thereof

The securities of the Company were not suspended from trading during the year under review.

10. Registrar and Share Transfer Agent & Share Transfer System

During the financial year 2024-25, name of the Company's Registrar and Share Transfer Agent ("RTA") was changed from 'Link Intime India Private Limited' to 'MUFG Intime India Private Limited' with effect from 31st December 2024.

Transmission, dematerialisation of shares, issue of duplicate share certificates, dividend payment, redressal of investor grievances, and all other shareholder related matters are attended to and processed by the Company's RTA.

Shareholder transactions

The Securities and Exchange Board of India ("SEBI") with effect from 1st April 2019, has barred physical transfer of shares of listed companies and mandated transfers only in demat mode.

SEBI has mandated the listed entities to issue securities for the following investor service requests only in dematerialised form: issue of duplicate securities certificate, claim from unclaimed suspense account, claim from suspense escrow demat account, renewal/exchange of securities certificate, endorsement, sub-division/splitting of securities certificate, consolidation of securities certificates/ folios, transmission, and transposition. Further, SEBI has also simplified the process for transmission of shares and issuance of duplicate share certificates to make it more efficient and investor friendly.

General Shareholder Information (Contd.)

The manner and process of making application as per the aforesaid revised framework and operational guidelines thereto are available on the website of the RTA at https://web.in.mpms.mufg.com/client-downloads.html and the Company at www.asianpaints.com/ShareholderServiceRequest.html.

Transactions involving the issue of share certificates, namely, issuance of duplicate share certificates, split, rematerialisation, consolidation, renewal of share certificates, new shares certificates in terms of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (including any statutory modification(s) and/or re-enactment(s) thereof for the time being in force) ("IEPF Rules") are approved by the Stakeholders Relationship Committee of the Board of Directors of the Company.

Based on the delegation from the Board of Directors of the Company, a Management Committee comprising of Managing Director & CEO and CFO & Company Secretary of the Company approves the request for transmission, dematerialisation of shares, etc. A summary of approved requests of transmissions, dematerialisation of shares, etc. is placed before the Board of Directors of the Company from time to time as per the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations").

After due verification and confirmation by the Company, the requests for dematerialisation of shares are processed by RTA and confirmation thereof is given to the respective Depositories i.e., NSDL and CDSL within the prescribed time limit.

The Company while processing investor service requests in certain instances exercise abundant precaution and due-diligence by seeking additional documents and information from the shareholders/claimants in their interest to ensure that the shares are released in favour of the person who is rightfully entitled.

During the year, all the requests received from the shareholders by the Company or its RTA were addressed in accordance with the timelines as prescribed by the Statutory Authorities, from time to time.

Legal proceedings

There are certain pending cases related to disputes over title to shares in which the Company had been made a party, however, these cases are not material in nature.

Shareholder engagement

The officials of the Company and RTA on a continuous basis engages with the shareholders, to explain them the procedure and documents required for processing their service requests. Once the Company or RTA establishes contact with the shareholders, all the efforts are made to enable the shareholders to submit requisite and valid documents and approve their service request in one go.

The Company has always regarded shareholder engagement as one of the key anchors towards achieving a better corporate governance.

Review of service standards adhered by RTA with respect to share related activities

The Company has agreed service timelines and Standard Operating Procedures ("SOPs") for various shareholder related services with its RTA. The SOPs developed by the Company in association with its RTA are robust and includes step-by-step process for each and every activity. The responsibility has been earmarked between the Company and its RTA for their respective roles in processing the investor service requests.

The Secretarial Team of the Company on an on-going basis engages with the officials of RTA at various levels for review of these SOPs and other share related activities to ensure that the shareholder practices are investor friendly and effective in time.

Periodic meetings and discussions are held with RTA to understand the concerns of shareholders, deviations, if any, in the agreed timelines for processing investor service requests, best practices, and other measures to strengthen shareholder related services.

In addition, internal audit is carried out on an annual basis by a firm of independent professionals and periodically by the Internal Audit team of the Company.

11. Technology led initiatives taken by Registrar and Share Transfer Agent

The Company's RTA has implemented various investor related initiatives as detailed below in order to enhance their investor service levels:

a. Investor Self-Service portal

'SWAYAM' is a secure, user-friendly web-based application that empowers investors to effortlessly access information through a dashboard and avail various services in digital mode.

Following are the key features and benefits of 'SWAYAM' Portal:

- Updated status on electronic holdings across various companies serviced by the RTA and its subsidiaries.
- Tracking of corporate actions.
- Generate and track service requests/complaints raised on this portal.
- Shareholders holding shares in physical form can register on the said portal only after updating their KYC details in their folio.

The investors are requested to get themselves registered and access the 'SWAYAM' Portal at https://swayam.in.mpms.mufg.com.

b. Chatbot Facility

The RTA of the Company has a Chatbot facility named 'iDIA' to enable the investors to ask questions and get information about queries. 'iDIA' is a Chatbot that utilises conversational technology to provide investors with a round-the-clock intuitive platform to ask questions and get information about queries. Investors may talk to iDIA by logging in to https://in.mpms.mufg.com.

c. Tax Exemption Forms submission

The shareholders can submit their tax exemption forms through online services on the website of the RTA. Please visit https://web.in.mpms.mufg.com/formsreg/submission-of-form-15g-15h.html.

d. Web-based Investor Query facility

The shareholders are requested to take note that all queries, service requests or complaints in electronic mode, by any genuine shareholders, are to be raised only through website of RTA, the link for which is: https://web.in.mpms.mufg.com/helpdesk/Service_Request.html.

Following is the step-by-step procedure to be followed by shareholders to raise query/service request through website of RTA:

Please click on the following weblink: https://web.in.mpms.mufg.com/helpdesk/Service_Request.html. Thereafter, the person is required to –

(i) Enter email id & answer a math question, based on which OTP will be received for entering the same;

(ii) Select name of the Company from drop down, fill in DP ID Client ID/Folio No., Mobile No., and Request Type; and

(iii) Input the query details and submit. Provision has been made for attaching 5 separate files of 1 MB each.

Once a service request is submitted, an auto acknowledgement is sent providing the URN (Unique Reference No.) assigned. The acknowledgement also has a URL through which the person can view the status of his service request. The said email is sent from noreply@in.mpms.mufg.com.

12. Investor Grievance & Investor Contacts

The Company has authorised the Stakeholders Relationship Committee ("SRC") of the Board of Directors of the Company to examine and redress complaints by shareholders and investors. The status of quarterly complaints is also reported to the Board of Directors of the Company.

The Company and its RTA constantly monitors the Investor Complaints Module as available on the BSE Listing Portal, NSE Electronic Application Processing System ("NEAPS") Portal, SEBI Complaints Redress System ("SCORES") Portal, Online Dispute Resolution ("ODR") Portal, and Investor Query Module on the website of the Company to track and redress the investor complaints and disputes in a speedy manner.

The Company attended most of the shareholders correspondence received through electronic communication within a period of 7 days and postal communication within a period of 12 days from the date of receipt. The exceptions have been for cases constrained by disputes or legal impediments.

The shareholders may write to the officials of the Company as per the escalation matrix enlisted in the Investors' Grievance Redressal Policy of the Company and can be accessed at https://www.asianpaints.com/IGRPolicy.html.

General Shareholder Information (Contd.)

SEBI SCORES Portal

SEBI has requested the shareholders to approach the Company directly at the first instance for grievance. If the Company does not resolve the grievances of the shareholders within stipulated time, then they may lodge the complaint on the SEBI SCORES Portal for further action.

The revised framework for handling and monitoring of investor complaints received through SCORES platform by the Company and designated stock exchanges is provided by SEBI in its Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024. The same is available on the website of the Company at https://www.asianpaints.com/ShareholderServiceRequest.html.

Online Dispute Resolution Portal

After exhausting all the available options for resolution of the grievance as per the Company's Investors' Grievance Redressal Policy, if the Shareholder is still not satisfied with the outcome, they may initiate dispute resolution through the Online Dispute Resolution Portal ("ODR") at https://smartodr.in/login.

The process for online resolution of disputes in the securities market has been provided by SEBI in its Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 dated 28th December 2023.

With the said Circular, the existing dispute resolution mechanism in the Indian securities market is being streamlined under the aegis of Stock Exchanges and Depositories by expanding their scope and by establishing a common ODR Portal which harnesses online conciliation and online arbitration for resolution of disputes arising in the Indian securities market.

The aforesaid Circular issued by SEBI in this regard can be accessed on the website of the Company at www.asianpaints.com/ShareholderServiceRequest.html.

Statistics of Investor Complaints

During the year under review, the Company received following investor complaints:

Nature of complaints	Pending at the start of the year	Number of complaints received	Number of complaints redressed	Number of complaints pending
Non-receipt of annual report	0	7	7	0
Non-receipt of dividend	0	8	8	0
IEPF related	1	21	20	2
Issue of share certificates	0	9	9	0
KYC updation	0	4	4	0
Transmission of Shares	0	20	19	1
Others	1	11	11	1
Total	**2**	**80**	**78**	**4**

Notes:

1. Out of the total complaints received, 6 complaints were received on Smart ODR Portal of the stock exchanges.
2. Nature of complaints in the category "Others" includes claim for shares from unclaimed suspense account, non-receipt of split shares, legal matters, TDS on dividend, etc.
3. 4 complaints pending as on 31st March 2025 have been addressed.
4. To the best of our knowledge, all the complaints were resolved to the satisfaction of the complainants.

Investors' Grievance Redressal Policy

The Company believes that shareholders of the Company should be able to communicate their grievances and obtain redressal swiftly. In order to facilitate this, the Company must have a transparent framework for handling shareholder grievances, which would help shareholders register and escalate their grievances to the relevant authorities.

In continuation of the Company's endeavour to strengthen its investor relations and corporate governance practices, the Company has an Investors' Grievance Redressal Policy available on the website of the Company and can be accessed at https://www.asianpaints.com/IGRPolicy.html.

Shareholders' Referencer

During the financial year 2024-25, as a step further in our journey towards transparency and facilitation for all stakeholders, the Company has adopted a Shareholders' Referencer.

The Shareholders' Referencer provides all the shareholders with a duly updated and ease to refer compendium of all the relevant information, procedural steps, and escalation matrix for all engagements with the Company or its RTA.

The Shareholders' Referencer is available on the website of the Company and can be accessed at https://www.asianpaints.com/ShareholderReferencer.html.

13. Dividend

Interim Dividend for FY 2024-25
Declaration date: 9th November 2024
Record date: 19th November 2024
Payment date: 28th November 2024

Dividend payout ratio for the financial year 2024-25 is 60 %

Proposed Final Dividend for FY 2024-25
Date of recommendation: 8th May 2025
Record date: 10th June 2025
Payment date: on or after 30th June 2025

The Company provides the facility for remittance of dividends to members through DC (Direct credit)/ NACH (National Automated Clearing House)/NEFT (National Electronic Funds Transfer). In cases where the core banking account details are not available, the Company will issue demand drafts mentioning the existing bank details available with the Company.

Members who have not opted for remittance of dividend through electronic mode and wish to avail the same are required to provide their bank details, including IFSC (Indian Financial System Code) and MICR (Magnetic Ink Character Recognition), to their respective Depository Participants ("DPs") for shares held in demat form or to the Company's RTA for shares held in physical form, as the case may be, in order to ensure safe and speedy credit of their dividend into their bank account.

Pursuant to the changes introduced by the Finance Act, 2020, with effect from 1st April 2020, dividend income is taxable in the hands of shareholders and the Company is required to deduct tax at source ("TDS") from dividend paid to shareholders at the prescribed rates.

The TDS rate would vary depending on the residential status of the members and the documents submitted by them and accepted by the Company. For more details, members are requested to refer to the Notice of 79th AGM of the Company forming part of this Integrated Annual Report.

The Company sends the TDS certificate to the shareholders at their registered email address or postal address, as the case may be, post payment of the dividend in terms of applicable provisions of the law.

The shareholders are requested to note that physical folios wherein PAN and KYC details are not registered shall be eligible for any payment including dividend, only through electronic mode with effect from 1st April 2024 as provided by SEBI in its Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024 read with SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated 10th June 2024.

An intimation is being sent by the Company to such shareholders whose details are not registered that their payment is due and has been withheld. Further, the same shall be released electronically only upon registering the aforesaid required details.

Initiatives for reduction of unclaimed dividend

The Company with a view to reduce quantum of unclaimed dividend proactively reaches out to the shareholders by sending half-yearly reminders to claim their outstanding dividend.

Further, the outstanding dividends, if any, is released by the Company on *suo motu* basis to the shareholders after becoming KYC complaint, and/or processing of investor service requests.

The Company will endeavour to undertake various initiatives in this regard.

General Shareholder Information (Contd.)

Details of unclaimed dividend

The details of the outstanding unclaimed dividend and corresponding due dates for transfer to IEPF as on 31st March 2025 are as under:

Sr. No.	Particulars of dividend	Amount (in ₹)	Due dates of transfer to IEPF
1.	Final Dividend 2017-18	1,56,02,841.10	1st September 2025
2.	Interim Dividend 2018-19	69,98,340.58	26th December 2025
3.	Final Dividend 2018-19	1,80,49,050.45	31st August 2026
4.	1st Interim Dividend 2019-20	75,31,484.45	26th December 2026
5.	2nd Interim Dividend 2019-20	1,68,17,872.50	30th April 2027
6.	Final Dividend 2019-20	27,79,955.80	12th October 2027
7.	Interim Dividend 2020-21	60,93,654.50	18th January 2028
8.	Final Dividend 2020-21	2,70,33,569.90	1st September 2028
9.	Interim Dividend 2021-22	68,55,930.10	21st December 2028
10.	Final Dividend 2021-22	2,81,81,980.60	30th August 2029
11.	Interim Dividend 2022-23	75,04,477.40	21st December 2029
12.	Final Dividend 2022-23	3,54,17,820.00	26th August 2030
13.	Interim Dividend 2023-24	59,66,735.50	27th December 2030
14.	Final Dividend 2023-24	6,74,26,692.00	25th August 2031
15.	Interim Dividend 2024-25	86,48,419.30	8th January 2032

14. Transfer to Investor Education and Protection Fund

In terms of Sections 124 and 125 of the Companies Act, 2013 ("the Act") read with the IEPF Rules, dividend, if not paid or claimed for a period of 7 years from the date of transfer to Unclaimed Dividend Account of the Company, is liable to be transferred to the IEPF. Further, according to the Act read with the IEPF Rules, all the shares in respect of which dividend has not been paid or claimed by the shareholders for 7 consecutive years or more shall also be transferred to the demat account of the IEPF Authority.

During the year under review, the Company had sent individual notices and issued advertisements in the newspapers, requesting the shareholders to claim their dividends in order to avoid transfer of shares/ dividends to the IEPF.

Details of the unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority are available on the Company's website at https://www.asianpaints.com/IEPF.html.

. The details of the unclaimed dividends and shares transferred to IEPF during the financial year 2024-25 are as follows:

Particulars	Amount of unclaimed dividend transferred (in ₹)	No. of shares
Final Dividend 2016-17	2,25,38,040	1,03,851
Interim Dividend 2017-18	75,86,391	8,342
Total	**3,01,24,431**	**1,12,193**

Notes:

1. As on 31st March 2025, the Company has transferred to IEPF an amount of ₹ 14,65,32,613.30 after deduction of applicable tax as corporate benefits (dividend) arising on shares already transferred to IEPF.
2. Total number of shares outstanding in the demat account of the IEPF Authority as on 31st March 2025 stood at 22,03,023 shares in comparison to 21,40,250 shares as on 31st March 2024. The total number of shares released by IEPF Authority in favour of the shareholders during the financial year 2024-25 is 49,420 shares.
3. In the financial year 2025-26, the Company would be transferring unclaimed final dividend amount for the financial year ended 31st March 2018 on or before 1st September 2025 and unclaimed interim dividend amount for the financial year ended 31st March 2019 on or before 26th December 2025 to IEPF.

The claimants can claim their shares or dividend transferred to IEPF by making an online application to the IEPF Authority at www.iepf.gov.in.

Niveshak Sunwai

The IEPF Authority has launched Niveshak Sunwai, a dedicated initiative to address, the concerns and queries of the claimants across India.

Niveshak Sunwai aims to provide direct assistance and resolve issues related to claims, ensuring that every claimant receives the support they need. For the details, including dates and venue information, claimants are requested to visit the website of the IEPF Authority (www.iepf.gov.in).

Process for claiming shares and dividend from IEPF

The claimants are advised to first approach the Company for entitlement letter along with all the required documents before filing of claim application with the IEPF Authority.

The Ministry of Corporate Affairs ("MCA") vide its Notification has amended the IEPF Rules to simplify the documents for processing of transmission and issuance of duplicate share certificates. With the said amendment, MCA has aligned the provisions with respect to transmission of shares and issue of duplicate share certificate with the SEBI Regulations.

Once the Company has received and verified all the requisite documents, it will then issue an entitlement letter duly signed by the Nodal Officer/ Deputy Nodal Officer of the Company along with all the required details to file web form IEPF-5 within a period of 30 days. The claimants shall thereafter file web form IEPF-5 with the IEPF Authority along with entitlement letter and other supporting documents.

The claimants shall then submit the self-attested copy of form IEPF-5, its acknowledgement, and duly executed Indemnity Bond in an envelope marked as "Claim for refund from IEPF Authority" at the registered office address of the Company in the name of the "Nodal Officer of the Company", to enable the Company to file the e-verification report of the claim within the prescribed timeline of 30 days.

The said process reduces the instance of claim applications being rejected by the Company/IEPF Authority on account of incomplete and/or non-receipt of required documents.

Grievances Redressal Mechanism at the IEPF Authority

In order to streamline the grievance redressal system for claimants, a "Grievances Ticketing System" with upgraded features has been established by the IEPF Authority for updating the investors in respect of the status of their claims/queries.

A step-by-step procedure for raising grievance has been made available on the website of IEPF Authority and the same can be accessed by the claimants by Clicking Here.

Nodal and Deputy Nodal Officer

In accordance with the IEPF Rules, the Board of Directors of the Company have appointed the following as the Nodal Officer and Deputy Nodal Officer:

Nodal Officer	Deputy Nodal Officer
R J Jeyamurugan	**Saloni Arora**
CFO, Company Secretary & Compliance Officer	Deputy Company Secretary & AGM – Compliance

Contact information of the Nodal Officer for the purpose of co-ordination with the IEPF Authority is available on the Company's website at https://www.asianpaints.com/IEPF.html.

15. Disclosure in Respect of Equity Shares transferred to Unclaimed Suspense Account and Suspense Escrow Demat Account

Asian Paints Limited – Unclaimed Suspense Account

In accordance with the requirements of Regulations 34 and 39 read with Schedule V(F) of the Listing Regulations, details of equity shares in Asian Paints Limited – Unclaimed Suspense Account are as follows:

Particulars		No. of shareholders	No. of equity shares
Opening Balance	Aggregate number of shareholders and the outstanding shares in the Unclaimed Suspense Account lying as on 1st April 2024	14	38,420
Less	Number of shareholders who approached the Company for transfer of shares and shares transferred from Unclaimed Suspense Account during FY 2024-25	7	24,880
Less	Number of shareholders whose shares got transferred from Unclaimed Suspense Account to IEPF during FY 2024-25	4	4,200
Closing Balance	Aggregate number of shareholders and outstanding shares lying in the Unclaimed Suspense Account as on 31st March 2025	**3**	**9,340**

All the corporate benefits against these shares like bonus shares, split, etc., would also be transferred to the Unclaimed Suspense Account of the Company. While the dividend for the shares which are lying in Unclaimed Suspense Account would be credited back to the relevant dividend accounts of the Company.

The voting rights on shares lying in Unclaimed Suspense Account shall remain frozen till the rightful owner claims the shares.

General Shareholder Information (Contd.)

Asian Paints Limited – Suspense Escrow Demat Account

In accordance with the circulars/guidelines issued by SEBI, from time to time, a Letter of Confirmation ("LOC") in lieu of physical share certificate is issued by the RTA to the shareholders after processing of any investor service request for effecting the transaction in dematerialised form.

The validity of such LOC is 120 days from the date of its issuance. Further, the shareholders are required to submit the same with their Depository Participant ("DP") to effect dematerialisation of shares. In case of non-receipt of LOC, reminder is sent on completion of 45 days and 90 days to lodge the same with their concerned DP.

In case wherein the request for dematerialisation of shares is not submitted within the aforesaid timeline of 120 days, such shares are required to be transferred to Suspense Escrow Demat Account ("SEDA") of the Company opened for the said purpose.

However, the shareholders/claimants can claim back their shares from SEDA by submitting the required documents to RTA as per SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024.

Following are the details of the shares lying in SEDA for the financial year 2024-25:

Particulars	No. of shares
Shares lying in SEDA as on 1st April 2024	2,000
Shares transferred to SEDA during FY 2024-25	4,800
Shares claimed back from SEDA during FY 2024-25	-
Shares lying in SEDA as on 31st March 2025	**6,800**

Any corporate benefits in terms of securities accruing on the securities transferred to SEDA viz. bonus, split, etc., shall be credited to such SEDA. Also, the concerned holders shall be entitled to vote, to receive dividend(s) and notices of meetings, annual reports on the securities lying in SEDA.

Public Notice for Call Center of the IEPF Authority

The IEPF Authority can now be contacted through the Interactive Voice Response System ("IVRS") and Call Center support by dialling five-digit short code "14453".

The IVRS support shall be available round the clock, while call center can be reached from 9:30 a.m. to 5:30 p.m.

16. Shareholding Details

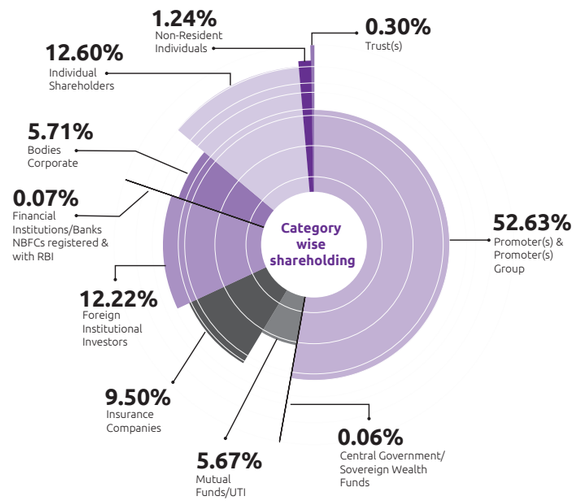
Distribution of shareholding of shares of the Company as on 31st March 2025 vis-à-vis 31st March 2024

No. of shares	31st March 2025				31st March 2024			
	Number of shareholders		Equity shares in each category		Number of shareholders		Equity shares in each category	
	No. of shareholders	% to total	Shareholding	% to total	No. of shareholders	% to total	Shareholding	% to total
Upto 50	10,82,734	86.27	1,30,38,099	1.36	9,84,436	85.74	1,16,44,579	1.21
51-100	81,610	6.50	62,82,043	0.65	74,606	6.50	57,38,453	0.60
101-200	41,503	3.31	61,46,291	0.64	39,231	3.41	58,63,813	0.61
201-300	12,901	1.03	32,56,526	0.34	12,541	1.09	31,78,103	0.33
301-400	6,040	0.48	21,61,797	0.23	5,992	0.52	21,36,301	0.22
401-500	4,621	0.37	21,72,901	0.23	4,588	0.40	21,59,467	0.23
501-1,000	8,138	0.65	61,07,308	0.64	8,482	0.74	63,92,193	0.67
1,001-5,000	11,932	0.95	2,96,61,772	3.09	12,480	1.09	3,11,60,635	3.25
5,001-10,000	2,953	0.24	2,25,78,868	2.35	3,091	0.27	2,36,39,756	2.46
10,001 and above	2,545	0.20	86,77,92,185	90.47	2,746	0.24	86,72,84,490	90.42
Total	**12,54,977**	**100.00**	**95,91,97,790**	**100.00**	**11,48,193**	**100.00**	**95,91,97,790**	**100.00**

Shareholding pattern of the Company

Category of Shareholder(s)		31st March 2025		31st March 2024		Change %
		No. of shares	% of total no. of shares	No. of shares	% of total no. of shares	
(A)	**Shareholding of Promoter(s) and Promoter(s) Group**					
(1)	Individuals/Hindu Undivided Family	10,05,01,615	10.48	10,05,01,615	10.48	-
(2)	Bodies Corporate	40,34,97,883	42.07	40,34,97,883	42.07	-
(3)	Trust	7,85,700	0.08	7,85,700	0.08	-
Total Shareholding of Promoter(s) and Promoter(s) Group (A)		**50,47,85,198**	**52.63**	**50,47,85,198**	**52.63**	**-**
(B)	**Public shareholding**					
(1)	**Institutions**					
i)	Mutual Funds/UTI	5,44,12,484	5.67	3,59,43,111	3.74	1.93
ii)	Financial Institutions/Banks	6,21,534	0.07	5,69,765	0.06	0.01
iii)	Central Government/ Sovereign Wealth Funds	5,98,282	0.06	5,32,300	0.06	0.00
iv)	Insurance Companies	9,10,76,329	9.50	6,81,18,790	7.10	2.40
v)	Foreign Institutional Investors	11,72,53,642	12.22	15,23,94,384	15.89	(3.67)
Sub-Total (B)(1)		**26,39,62,271**	**27.52**	**25,75,58,350**	**26.85**	**0.67**
(2)	**Non-Institutions**					
i)	Bodies Corporate	5,47,38,300	5.71	5,53,08,275	5.76	(0.05)
ii)	Individuals					
(a)	Individual shareholders holding nominal share capital up to ₹ 1 lakh	11,34,05,352	11.82	11,49,17,107	11.98	(0.16)
(b)	Individual shareholders holding nominal share capital in excess of ₹ 1 lakh	74,60,871	0.78	80,39,199	0.84	(0.06)
iii)	Non-Resident individuals	1,19,21,545	1.24	1,22,19,480	1.28	(0.04)
iv)	NBFCs registered with Reserve Bank of India (RBI)	3,670	0.00	5,654	0.00	(0.00)
v)	Trust(s)	29,20,583	0.30	63,64,527	0.66	(0.36)
Sub-total (B)(2)		**19,04,50,321**	**19.85**	**19,68,54,242**	**20.52**	**(0.67)**
Total Public Shareholding (B) = (B)(1) + (B)(2)		**45,44,12,592**	**47.37**	**45,44,12,592**	**47.37**	**-**
Total (A)+(B)		**95,91,97,790**	**100.00**	**95,91,97,790**	**100.00**	**-**

Category wise shareholding as on 31st March 2025



General Shareholder Information (Contd.)

Top 10 shareholders of the Company under the Public category as on 31st March 2025

Sr. No.	Name of shareholder	Sub-category	No. of shares held*	% of shares held
1.	Life Insurance Corporation of India	Insurance Companies	7,94,75,946	8.29
2.	Siddhant Commercials Private Limited	Bodies Corporate	4,69,87,850	4.90
3.	SBI Mutual Fund	Mutual Funds	1,45,04,965	1.51
4.	ICICI Prudential Mutual Fund	Mutual Funds	1,18,82,938	1.24
5.	UTI Mutual Fund	Mutual Funds	77,72,128	0.81
6.	Nippon Life India Trustee Ltd	Mutual Funds	74,34,212	0.78
7.	Vanguard Total International Stock Index Fund	Foreign Portfolio Investor	64,34,500	0.67
8.	Vanguard Emerging Markets Stock Index Fund	Foreign Portfolio Investor	58,06,256	0.61
9.	Government of Singapore	Foreign Portfolio Investor	52,59,831	0.55
10.	Government Pension Fund Global	Foreign Portfolio Investor	49,53,125	0.52
		Total	**19,05,11,751**	**19.88**

* Shareholding has been consolidated on the basis of the name of the first holder and Permanent Account Number in the account.

17. Dematerialisation/Rematerialisation of shares

The Company's equity shares are actively traded on BSE and NSE. The Company's shares are also available for trading in the Futures & Options segment.

The shareholders holding shares in physical form are requested to dematerialise their shares for safeguarding their holdings and managing the same hassle free.

Shareholders are accordingly requested to get in touch with any of the DP registered with SEBI to open a demat account. The shareholders may also visit the website of Depositories viz. NSDL or CDSL to further understand the procedure for opening of demat account.

During the financial year 2024-25, 7,29,536 (0.08%) equity shares of the Company were dematerialised. No shares were rematerialised during the financial year 2024-25.

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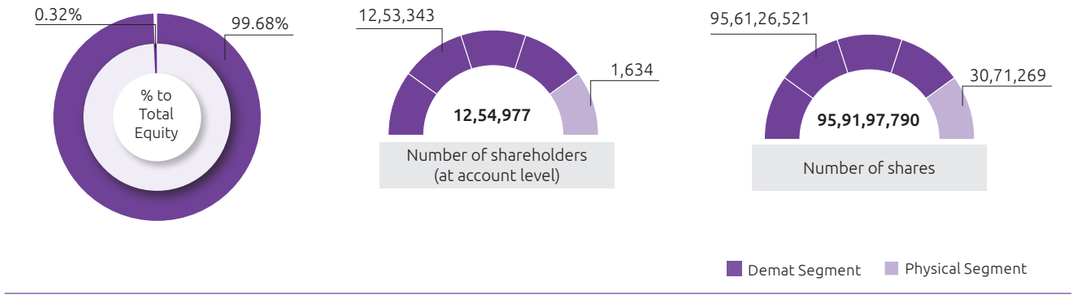
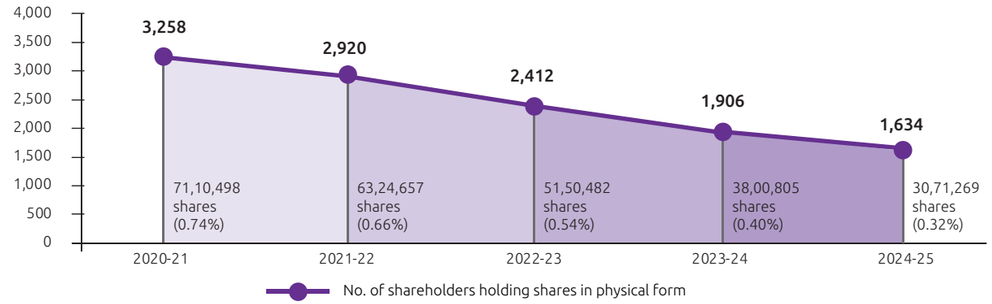


Reduction in physical shareholders

On account of the continuous efforts made by the Company to convert its entire equity share capital into dematerialised form, there has been a significant reduction in the number of shareholders holding shares in physical form in last 5 years. Number of shareholders holding shares in physical form decreased by 49.85%* (1,634 in FY 2024-25 as compared to 3,258 in FY 2020-21) as on 31st March 2025.



* This includes shares which have been transferred to IEPF.

Reconciliation of share capital audit

As required by the SEBI (Depositories and Participants) Regulations, 2018, quarterly audit of the Company's share capital is being carried out by an independent external auditor with a view to reconcile the total share capital admitted with NSDL and CDSL and held in physical form, with the issued and listed capital. The Auditor's Certificate in regard to the same is submitted on a quarterly basis to BSE and NSE and is also placed before the Board of Directors of the Company.

18. Investor Conferences/Events held in financial year 2024-25

The Company as a listed entity and a responsible corporate citizen recognizes the imperative need to maintain continuous dialogue with the investor community.

The Company holds investor meets/calls after the announcement of every quarterly result, which is accessible to all stakeholders. The Company also participates in various investor meetings/conferences wherein the management interacts with investors in one-on-one or group physical/virtual meetings. The details of such calls and participation in the investor conferences are intimated to the exchanges as well as updated on the website of the Company.

The objective of the aforesaid interactions is to keep investors abreast of significant developments that determine Company's overall performance while at the same time addressing investor concerns. This translates into disseminating timely, accurate, and relevant information that helps investors in making informed investment decisions.

During the financial year 2024-25, there were over 1680 participants our quarterly earnings call and 121 funds participated in the 19 investor meets and conferences.

19. Outstanding instruments and their impact on equity

The Company does not have any outstanding GDRs/ADRs/Warrants/Convertible Instruments as on 31st March 2025.

20. Commodity Price Risk or Foreign Exchange Risk and Hedging Activities

a. Risk management policy of the listed entity with respect to commodities or forex including through hedging:

The Company imports and locally buys certain raw materials, which are derivatives of various commodities, from various sources for manufacturing paints and related products of the Company. Most of the significant raw materials are not commodities, *per se,* though some of them could be derivatives of commodities.

General Shareholder Information (Contd.)

The Company does not undertake any commodity hedging activities.

The Company actively monitors the foreign exchange movements and takes hedges as appropriate to reduce the risks associated with transactions in foreign currencies.

b. Exposure of the listed entity to commodity and commodity risks faced by the entity throughout the year: Not Applicable

c. Commodity risks faced by the listed entity during the year and how they have been managed:

Not Applicable

21. Credit ratings and any revisions thereto for debt instruments or any fixed deposit programme or any scheme or proposal involving mobilisation of funds, whether in India or abroad

The Company has not issued any debt instruments and did not have any fixed deposit programme or any scheme or proposal involving mobilisation of funds in India or abroad during the financial year ended 31st March 2025.

The ratings given by CRISIL for short-term borrowings and long-term borrowings of the Company are A1+ and AAA/Stable, respectively. There was no revision in the said ratings during the year under review.

22. Plant Locations

The locations of the Company's paint manufacturing plants in India form part of this Integrated Annual Report.

23. Address for correspondence with the Company & RTA

Particulars	Contact	Website & Email	Address
For Corporate Governance and Secretarial related matters	Mr. R J Jeyamurugan CFO, Company Secretary & Compliance Officer	Website: www.asianpaints.com Email: investor.relations@asianpaints.com	Registered Office*: Asian Paints Limited 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055 Maharashtra, India Tel No.: (022) 6218 1000 (*changed within the local limits of city to include the adjacent plot to the then registered office of the Company with effect from 1st December 2024)
For Investor Grievance	Please refer Investors' Grievance Redressal Policy available on the website of the Company at https://www.asianpaints.com/IGRPolicy.html		
Nodal Officer/ Deputy Nodal Officer	Nodal Officer: Mr. R J Jeyamurugan Deputy Nodal Officer: Ms. Saloni Arora		
For Corporate Communications	Mr. Parag Rane, Associate Vice President – Finance	Email: proffice@asianpaints.com	
Registrar and Share Transfer Agent	MUFG Intime India Private Limited (formerly Link Intime India Private Limited)	Website: https://in.mpms.mufg.com Email: csg-unit@in.mpms.mufg.com	C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai – 400 083
		Shareholders are requested to quote their folio no./ DP ID & Client ID, email address, telephone no., and full address while corresponding with the Company and its RTA. Further, shareholders are requested to take note that all queries or service requests in electronic mode are to be raised only through website of RTA, the link for which is https://web.in.mpms.mufg.com/helpdesk/Service_Request.html.	Tel. No.: (+91) 810 811 8484 Fax No.: (022) 4918 6060 Toll Free No.: 1800 2100 124 (Exclusive for Asian Paints shareholders) The details of 'collection centres and other branches' are available on the website of RTA at https://web.in.mpms.mufg.com/contact-us.html and on the website of the Company at www.asianpaints.com.

24. Address of the redressal agencies for Investors to lodge their Grievances

Regulatory Authorities:	
Ministry of Corporate Affairs	'A' Wing, Shastri Bhawan, Rajendra Prasad Road, New Delhi – 110 001 Website: www.mca.gov.in
Securities and Exchange Board of India	Plot No. C4-A, 'G' Block, Bandra-Kurla Complex, Bandra (East), Mumbai – 400 051, Maharashtra Tel. Nos.: (022) 2644 9000/4045 9000 Fax Nos.: (022) 2644 9019-22/4045 9019-22 Interactive Voice Response System (IVRS) Tel: +91-22-26449950/40459950 Toll Free Investor Helpline: 1800 22 7575 Email: sebi@sebi.gov.in Website: www.sebi.gov.in
Investor Education and Protection Fund Authority	Ground Floor, Jeevan Vihar Building, 3, Sansad Marg, New Delhi – 110 001 Tel. No.: 14453 Email: iepf@mca.gov.in Website: www.iepf.gov.in
Stock Exchanges:	
BSE Limited	Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Tel. No.: (022) 2272 1233/4 (022) 6654 5695 (Hunting) Fax No.: (022) 2272 1919 Website: www.bseindia.com
National Stock Exchange of India Limited	Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Tel. Nos.: (022) 2659 8100/8114 (022) 6641 8100 Fax No.: (022) 2659 8120 Website: www.nseindia.com
Depositories:	
National Securities Depository Limited	3rd Floor, Naman Chamber, Plot C-32, G-Block, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051 Tel. No.: (022) 4886 7000 Email: info@nsdl.com Website: www.nsdl.co.in
Central Depository Services (India) Limited	Marathon Futurex, A-Wing, 25th Floor, NM Joshi Marg, Lower Parel, Mumbai – 400 013 Toll Free No.: (+91) 80691 44800 Email: helpdesk@cdslindia.com Website: www.cdslindia.com

25. Others

a. Details of utilisation of funds raised through preferential allotment or Qualified Institutions Placement as specified under Regulation 32(7A) of the Listing Regulations: Not Applicable

b. Useful information for shareholders

i. Access to Company related information

Shareholders can access all Company related information at https://www.asianpaints.com/more/investors.html.

ii. Updation of PAN and KYC details

SEBI vide Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024, has prescribed common and simplified norms for processing investor's service request by RTAs and norms for furnishing PAN, KYC (Contact Details, Bank Details, and Specimen Signature), and Nomination details.

As per the provision of the said Circular, amended from time to time, all shareholders holding shares in physical form are mandated to update their PAN, address, mobile number, bank account details, and specimen signature with the RTA.

In view of the same, it may be noted that any service request can be processed only after the folio is KYC compliant. In the case, wherein any one of the above details are not updated, such shareholders will be able to:

- lodge any grievance or avail any service only after furnishing all necessary details required above; and
- receive any payments including dividend in respect of such folios only electronically with effect from 1st April 2024, upon registering the required details.

The Company will be sending individual letters to all the eligible shareholders. The shareholders are requested to furnish requisite documents/ information.

Relevant Circulars and necessary forms in this regard have been made available on the Company's website at https://www.asianpaints.com/ShareholderServiceRequest.html and its RTA at https://web.in.mpms.mufg.com/KYC-downloads.html.

General Shareholder Information (Contd.)

iii. Nomination

In terms of the SEBI Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated 10th June 2024, all investors are encouraged in their own interest, to provide choice of nomination by contacting the RTA, if shares are held in physical form or their respective Depository Participant(s), if shares are held in dematerialised form.

Further, all new investors are mandatorily required to provide the choice of nomination for their demat accounts (except for jointly held demat accounts).

If a shareholder holding shares in physical form desires to opt-out or cancel the earlier nomination and record a fresh nomination, may be submitted the same in the prescribed form.

The prescribed forms to be used for nomination in respect of physical shares are available on the Company's website at https://www.asianpaints.com/ShareholderServiceRequest.html and its RTA at https://web.in.mpms.mufg.com/KYC-downloads.html.

iv. Standardised and simplified forms for availing various investor service requests

Following are the standardised and simplified forms to be used by investors for availing various service requests with the Company/RTA:

Type of holder	Process to be followed	
Physical	For availing the following investor service requests, send the prescribed form to RTA either by raising a service request at https://web.in.mpms.mufg.com/helpdesk/Service_Request.html or by post to: **MUFG Intime India Private Limited** (formerly Link Intime India Private Limited) Unit: Asian Paints Limited C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai – 400 083	
	Form for availing investor services to register PAN, email address, bank details, and other KYC details or changes/update thereof	Form ISR-1
	Form for registration/updation of specimen signature	Form ISR-1 and Form ISR-2
	Form for nomination	Form SH-13
	Declaration to opt-out of nomination	Form ISR-3
	Cancellation of nomination/change of nominee	Form SH-14
	Form for requesting issuance of duplicate certificate and other service requests for shares, etc.	Form ISR-4
	Request form for transmission of shares by nominee or legal heir	Form ISR-5
	Request form for name deletion/name change/transposition form	Name Deletion/Name Change/ Transposition Form
	The forms for above-mentioned service requests are available on the website of the Company and its RTA at: Company: https://www.asianpaints.com/ShareholderServiceRequest.html RTA: https://web.in.mpms.mufg.com/KYC-downloads.html	
Demat	Please contact your DP and register your email address and bank account details in your demat account, as per the process advised by your respective DP.	

v. Consolidation of folios

Shareholders holding shares in more than one folio with the same names are requested to send the details of their folios along with the share certificates so as to enable the Company to consolidate their holdings into one folio.

vi. Preservation of ownership documents

Shareholders are advised to keep copies of all their investment documentation i.e., share certificate, Company communication in original, etc.

vii. Manner of postage of documents

Shareholders are advised to send share certificates, cheques, demand drafts, etc. through registered/speed post or courier.

viii. Non-resident shareholders

Non-resident shareholders are requested to immediately notify the following to the RTA of the Company in respect of shares held in physical form and to their DPs in respect of shares held in dematerialised form:

a. Indian address for sending all communications, if not provided so far.

b. Change in their residential status on return to India for permanent residence.

c. Particulars of their non-resident rupee account, whether repatriable or not, with a bank in India, if not furnished earlier.

d. Email address and Phone No.

ix. Registration of email address

To support the green initiative, shareholders are requested to register their email address with their DPs or with the Company's RTA, as the case may be.

This is to inform that ~98% shareholders of the Company have a registered their e-mail address. Communications in relation to the Company like notice and outcome of meetings of Board of Directors, dividend credit intimations, Notice of AGM, and Integrated Annual Report are periodically sent electronically to such shareholders.

In case of any change in relation to the email address, the members are required to intimate the same:

a. For shares held in electronic form: to their respective DP; and

b. For shares held in physical form: to the Company/RTA in prescribed Form No. ISR-1 mentioned above at sr. no. (iv) of point no. 25(b) "Useful information for shareholders".

x. Voting Rights

The fundamental voting principle is 'One Share-One Vote'.

Equity shares issued by the Company carry equal voting rights, with an exception, where voting rights in respect of the shares, if any, lying in the Unclaimed Suspense Account, shares transferred to IEPF, and shares held by Asian Paints Employees Stock Ownership Trust are frozen till the rightful owner claims such shares and is transferred as such.

xi. Dealing with SEBI registered intermediaries

Shareholders are requested to deal only through SEBI registered intermediaries and give clear and unambiguous instructions to their broker/sub-broker/DP.

xii. Investor Charter

In order to facilitate investor awareness for various service requests, SEBI had prescribed Investor Charter for RTAs, *inter alia*, detailing the services provided to investors, rights of investors, timelines for various activities of RTAs, do's and don'ts for investors, and Grievance Redressal Mechanism.

The Investor Charter of the Company's RTA is available on their website at https://in.mpms.mufg.com/InvestorCharter.html.

xiii. Frequently Asked Questions

For ready reference, the Company has made available responses to frequently asked questions with respect to investor related services on its website at https://www.asianpaints.com/ShareholderFAQs.html.

xiv. Investor Feedback Survey

MUFG Intime India Private Limited (formerly Link Intime India Private Limited), RTA of the Company is classified as a Qualified RTA ("QRTA") as per the criteria laid down by SEBI.

The QRTAs are required to conduct an annual investor feedback survey and publish the outcome on its website as provided in the SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7th May 2024.

RTA had conducted an investor feedback survey for the financial year ended 31st March 2025, covering walk in investors and through email response. As per the results, 82% of the investors were satisfied with the services being extended by RTA.

The outcome of the investor feedback survey is available on the website of RTA at https://web.in.mpms.mufg.com/Survey_result.html.

Annexure A to Report on Corporate Governance

Certification by CEO & CFO

[Pursuant to Regulation 17(8) read with Part B of Schedule II and Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,
The Board of Directors
Asian Paints Limited
Mumbai

Sir(s)/Madam(s),

We hereby certify that on the basis of the review of the financial statements and the cash flow statement for the quarter and year ended 31st March 2025 and to the best of our knowledge and belief that –

1. these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
2. these statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws, and regulations.

We hereby certify that, to the best of our knowledge and belief, no transactions entered into by the Company during the quarter and year ended 31st March 2025 are fraudulent, illegal or violative of the Company's code of conduct.

We accept responsibility for establishing and maintaining internal controls for financial reporting and have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and have disclosed to the auditors and the audit committee, deficiencies in the design or operation of such internal controls, if any, of which they are aware and the steps they have taken or propose to take to rectify these deficiencies.

We have indicated to the Auditors and the Audit Committee:

1. significant changes, if any, in internal control over financial reporting during the year ended 31st March 2025;
2. significant changes, if any, in accounting policies during the year ended 31st March 2025 and that the same have been disclosed in the notes to the financial statements; and
3. instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

Amit Syngle
Managing Director & CEO

R J Jeyamurugan
CFO & Company Secretary

Place: Mumbai
Date: 7th May 2025

Annexure B to Report on Corporate Governance

Certificate on Compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 by Asian Paints Limited relating to Corporate Governance Requirements

To:
The Members
Asian Paints Limited

I have examined compliance by Asian Paints Limited ("the Company") with the requirements under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("the Listing Regulations") relating to Corporate Governance requirements for the financial year ended on 31st March 2025.

In my opinion and to the best of my information and according to the explanations given to me and the representation by the Directors and the management, I certify that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations.

The compliance of conditions of Corporate Governance is the responsibility of the management of the Company. My examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance under the Listing Regulations. The examination is neither an audit nor an expression of opinion on the financial statements of the Company or the Corporate Governance Report of the Company.

I state that no complaint relating to investor's grievance received by the Company up to 31st March 2025 is pending unresolved as on the date of this Certificate.

I further state that such compliance is neither an assurance to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

Dr. K. R. Chandratre
FCS No.: 1370, C. P. No.: 5144

Place: Pune
Date: 8th May 2025

UDIN: F001370G000300790
Peer Review Certificate No.: 1206/2021

Annexure C to Report on Corporate Governance

Certificate of Non-Disqualification of Directors

[Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015]

To,
The Members,
Asian Paints Limited
Address: 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India

We have examined the relevant disclosures provided by the Directors of Asian Paints Limited (as enlisted in Table A), bearing CIN: L24220MH1945PLC004598; having registered office at 6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India (hereinafter referred to as 'the Company'), provided to us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para C Sub clause 10 (i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information based on:

(i) Documents available on the website of the Ministry of Corporate Affairs ('MCA') as on 2nd May 2025;

(ii) Debarment list of BSE Limited and National Stock Exchange of India Limited as on 2nd May 2025;

(iii) Verification of Directors Identification Number ('DIN') status at the website of MCA on 3rd May 2025; and

(iv) Disclosures provided by the Directors (as enlisted in Table A) to the Company.

We hereby certify that none of the Directors on the Board of the Company (as enlisted in Table A) have been debarred or disqualified from being appointed or continuing as directors of the companies by the Securities and Exchange Board of India, MCA or any such other statutory authority as on the financial year ended 31st March 2025.

Table A :

Sr. No.	Name of Directors	Designation	Director Identification Number (DIN)	Date of appointment in the Company	Date of cessation in the Company
1.	Seshasayee Ramaswami	Independent Director & Chairman	00047985	23/01/2017	Not Applicable
2.	Manish Choksi	Non-Executive Director & Vice-Chairman	00026496	22/10/2018	Not Applicable
3.	Amit Syngle	Managing Director & CEO	07232566	01/04/2020	Not Applicable
4.	Malav Dani	Non-Executive Director	01184336	21/10/2013	Not Applicable
5.	Amrita Vakil	Non-Executive Director	00170725	14/05/2014	Not Applicable
6.	Jigish Choksi	Non-Executive Director	08093304	01/04/2019	31/03/2025
7.	Milind Sarwate	Independent Director	00109854	21/10/2021	Not Applicable
8.	Nehal Vakil	Non-Executive Director	00165627	01/03/2022	Not Applicable
9.	Ireena Vittal	Independent Director	05195656	25/07/2023	Not Applicable
10.	Soumitra Bhattacharya	Independent Director	02783243	26/10/2023	Not Applicable
11.	Gopichand Katragadda	Independent Director	02475721	01/04/2024	Not Applicable
12.	Varun Berry	Independent Director	05208062	23/10/2024	Not Applicable

Further, we hereby certify that Mr. Ashish Choksi (DIN: 00059132) who was appointed as Additional and Non-Executive Director of the Company with effect from 1st April 2025 is not debarred or disqualified from being appointed or continuing as directors of the companies by the Securities and Exchange Board of India, MCA or any such other statutory authority on the even date.

Ensuring the eligibility for the appointment/continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on the basis of our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Makarand M. Joshi & Co.**
Company Secretaries
ICSI UIN: P2009MH007000

Makarand M. Joshi
Partner
FCS No.: 5533
CP No.: 3662
Peer Review No.: 6290/2024
UDIN: F005533G000284702

Place: Mumbai
Date: 6th May 2025

Annexure D to Corporate Governance Report

Declaration of Compliance with the Code of Conduct

I hereby confirm that all the members of the Board and Senior Management Personnel have affirmed compliance with the Code of Conduct for Board of Directors and Senior Management for the financial year ended 31st March 2025.

Amit Syngle
Managing Director & CEO

Place: Mumbai
Date: 8th May 2025

Business Responsibility and Sustainability Report

We firmly believe that our ESG-centric approach is a strategic differentiator—one that not only strengthens our leadership position but also aligns with our purpose of creating enduring value and joy for all stakeholders. At Asian Paints, Sustainability is not an initiative—it is our business imperative. Our Environmental, Social, and Governance (ESG) priorities are central to our value creation framework, guiding how we innovate, grow, and engage with stakeholders. We are deeply committed to creating sustainable, long-term value by embedding ESG considerations into every facet of our business. From reducing our environmental footprint and advancing social equity to upholding the highest standards of governance, ESG is the lens through which we shape our future.

This fourth edition of our Business Responsibility and Sustainability Report (BRSR) reflects this commitment, offering a transparent and comprehensive view of our ESG performance on a standalone basis. Recognizing the importance of trust and accountability, we go beyond compliance. In addition to the mandatory assurance of BRSR core indicators, we have voluntarily subjected select additional indicators to limited or reasonable assurance. This proactive approach underscores our dedication to credible disclosures and continuous improvement.

Amit Syngle
Managing Director & CEO

The Reasonable/Limited Assurance Report is annexed to this Integrated Annual Report on page no. 549.

Section A: General Disclosures

I. Details of the listed entity

Sr. No.	Particulars	Response	
1.	Corporate Identity Number (CIN) of the Listed Entity	L24220MH1945PLC004598	
2.	Name of the Listed Entity	Asian Paints Limited	
3.	Year of incorporation	1945	
4.	Registered office address	6A & 6B, Shantinagar, Santacruz (East), Mumbai – 400 055, Maharashtra, India	
5.	Corporate address		
6.	E-mail	investor.relations@asianpaints.com	
7.	Telephone	(022) 62181000	
8.	Website	www.asianpaints.com	
9.	Financial year for which reporting is being done	1st April 2024 to 31st March 2025	
10.	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE) National Stock Exchange of India Limited (NSE)	
11.	Paid-up Capital	₹ 95,91,97,790	
12.	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Name	R J Jeyamurugan
		Designation	CFO, Company Secretary & Compliance Officer
		Tel No.	(022) 62181000
		E-mail	investor.relations@asianpaints.com
13.	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together)	The disclosures under this report are made on standalone basis for Asian Paints Limited ("the Company") and includes all locations where we have operational control. As Sleek International Private Limited ("Sleek") and Maxbhumi Developers Limited("MDL"), wholly owned subsidiaries of the Company had amalgamated with the Company effective from 01st March 2025, the reporting boundary for the current year includes details relating to Sleek & MDL from 1st April 2024.	
14.	Name of assessment or assurance provider	Deloitte Haskins & Sells LLP, Chartered Accountants (firm registration no.: 117366W/W-100018)	
15.	Type of assessment or assurance obtained	Reasonable assurance is obtained for the indicators covered under BRSR core, and reasonable/limited assurance is obtained for select additional indicators, as specified under each indicator.	

Business Responsibility and Sustainability Report (Contd.)

II. Products/Services

16. Details of business activities (accounting for 90% of the turnover):

Sr. No.	Description of main activity	Description of business activity	% of turnover of the entity
1.	Sale of products	Manufacture/Purchase and sale of wide range of paints (Chemical and Chemical Products)	94.3%

17. Products/Services sold by the entity (accounting for 90% of the entity's turnover):

Sr. No.	Product/Service	NIC Code	% of total turnover contributed
1.	Manufacture of paints, varnishes, enamels, and thinners	202	94.3%

*As per National Industrial Classification- Ministry of Statistics and Programme Implementation.

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	Number of plants	Number of offices	Total
National	13	256*	269
International^	-	-	-

* Includes warehouses, distribution centres and testing facilities.
^ The international operations are carried out by the Company through its subsidiary companies and are outside the reporting boundary of this report.

Further, the afore mentioned information excludes :

- 24 Beautiful Homes Academies locations where CSR activities are carried out.
- Outside processing centres where the Company has tie-ups for manufacturing and purchase of certain products but does not have operational control.

19. Markets served by the entity:

a. Number of locations

Locations	Number
National	
No. of States	28
No. of Union Territories	8
International (No. of Countries)^	13

^International operations are carried out by the Company through its subsidiary companies and are outside the reporting boundary of this report.

b. What is the contribution of exports as a percentage of the total turnover of the entity?

The contribution of exports as a percentage of total turnover of the Company is 0.3%.

c. A brief on types of customers

The Company is in the business of manufacturing, trading and selling wide range of paints and coatings, wallcoverings, adhesives, tools, kitchen & its components to home décor products like rugs, furnishings, tiles and furniture, bath fittings and sanitaryware. The Company also provides various services like end-to-end design to execution services, beautiful homes painting solution, interior designing etc. The Company caters to a wide range of customers, including homeowners, large project sites, dealers, corporates, architects, interior designers, influencers, contractors through wholesalers and distributors, retailers, and e-commerce channels.

IV. Employees

20. Details as at the end of financial year:

a. Employees and workers (including differently abled):

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1.	Permanent (D)	9,396	8,371	89.1	1,025	10.9
2.	Other than Permanent (E)	7,881	7,158	90.8	723	9.2
3.	**Total employees (D + E)**	**17,277**	**15,529**	**89.9**	**1,748**	**10.1**
WORKERS						
4.	Permanent (F)	1,715	1,708	99.6	7	0.4
5.	Other than Permanent (G)	14,609	14,166	97.0	443	3.0
6.	**Total workers (F + G)**	**16,324**	**15,874**	**97.2**	**450**	**2.8**

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

b. Differently abled employees and workers:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	44	38	86.4	6	13.6
2.	Other than Permanent (E)	-	-	-	-	-
3.	**Total differently abled employees (D + E)**	**44**	**38**	**86.4**	**6**	**13.6**
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	5	5	100	-	-
5.	Other than Permanent (G)	18	17	94.4	1	5.6
6.	**Total differently abled workers (F + G)**	**23**	**22**	**95.6**	**1**	**4.4**

Note: Limited assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of women	
		No. (B)	% (B/A)
Board of Directors ("BoD")	12	3	25
Key Management Personnel ("KMP")	2	-	-

Notes:

1. KMPs are the Managing Director & CEO and CFO, Company Secretary & Compliance Officer.
2. The above details of BoD and KMP are as on 31st March 2025.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

Business Responsibility and Sustainability Report (Contd.)

22. Turnover rate (%) for permanent employees and workers

	FY 2024-25 (Turnover rate in current FY)			FY 2023-24 (Turnover rate in previous FY)			FY 2022-23 (Turnover rate in year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employees	22.8	22.8	22.8	22.1	18.5	21.7	19.6	19.0	19.5
Permanent workers	2.5	-	2.5	2.2	-	2.2	2.2	-	2.2

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding/subsidiary/associate companies/joint ventures

S. No.	Name of the holding/subsidiary/associate companies/joint ventures	Indicate whether holding/ Subsidiary/Associate/ Joint Venture	% of shares held by listed entity
A.	**Subsidiaries of Asian Paints Limited**		
1.	Asian Paints (Nepal) Private Limited	Subsidiary	52.71
2.	Asian Paints International Private Limited	Subsidiary	100
3.	Asian Paints Industrial Coatings Limited	Subsidiary	100
4.	Maxbhumi Developers Limited	Subsidiary	Refer note 1
5.	Weatherseal Fenestration Private Limited	Subsidiary	51
6.	Asian Paints (Polymers) Private Limited	Subsidiary	100
7.	Asian White Cement Holding Limited	Subsidiary	70
8.	Obgenix Software Private Limited	Subsidiary	60
9.	Harind Chemicals and Pharmaceuticals Private Limited	Subsidiary	51
10.	Sleek International Private Limited	Subsidiary	Refer note 1
B.	**Subsidiaries of Asian Paints International Private Limited (APIPL)**		
11.	Enterprise Paints Limited	Subsidiary	100
12.	Universal Paints Limited	Subsidiary	100
13.	Kadisco Paint and Adhesive Industry Share Company	Subsidiary	51
14.	PT Asian Paints Indonesia	Subsidiary	Refer note 2
15.	PT Asian Paints Color Indonesia	Subsidiary	Refer note 2
16.	Asian Paints (South Pacific) Pte Limited	Subsidiary	54.07
17.	Asian Paints (S.I) Limited	Subsidiary	75
18.	Asian Paints (Bangladesh) Limited	Subsidiary	95.09
19.	Asian Paints (Middle East) SPC	Subsidiary	100
20.	SCIB Chemicals S.A.E.	Subsidiary	85.60
21.	Samoa Paints Limited	Subsidiary	80
22.	Asian Paints (Vanuatu) Limited	Subsidiary	60
23.	Causeway Paints Lanka (Pvt) Ltd	Subsidiary	99.98
24.	A P International Doha Trading W.L.L.	Subsidiary	Refer note 3
25.	Asian Paints Doha Trading W.L.L.	Subsidiary	100
C.	**Subsidiary of Enterprise Paints Limited**		
26.	Nirvana Investments Limited	Subsidiary	100
D.	**Subsidiary of Nirvana Investments Limited**		
27.	Berger Paints Emirates L.L.C.	Subsidiary	100
E.	**Subsidiary of Universal Paints Limited**		
28.	Berger Paints Bahrain W.L.L.	Subsidiary	100
F.	**Subsidiary of Asian White Cement Holding Limited**		
29.	Asian White Inc. FZE	Subsidiary	70
G.	**Subsidiary of Harind Chemicals and Pharmaceuticals Private Limited**		
30.	Nova Surface-Care Centre Private Limited	Subsidiary	51
H.	**Joint Ventures of Asian Paints Limited**		
31.	PPG Asian Paints Private Limited	Joint Venture	50
32.	Asian Paints PPG Private Limited	Joint Venture	50
I.	**Subsidiary of PPG Asian Paints Private Limited**		
33.	Revocoat India Private Limited	Associate	100

Notes:

1. Sleek International Private Limited and Maxbhumi Developers Limited, wholly owned subsidiaries have been amalgamated into the Company, with effect from 01st March 2025.
2. PT Asian Paints Indonesia and PT Asian Paints Color Indonesia ceased to be subsidiaries of Asian Paints International Private Limited, wholly owned subsidiary of the Company, with effect from 20th March 2025 on account of divestment of entire state.
3. A P International Doha Trading W.L.L. has been voluntarily liquidated with effect from 26th November 2024.

VI. CSR Details

24. (i) Whether CSR is applicable as per Section 135 of the Companies Act, 2013: (Yes/No)

Yes, as per Section 135 of the Companies Act, 2013, provisions of CSR are applicable to the Company. A brief on the CSR vision of the Company and the activities undertaken has been detailed in the Synergising Relationship section and Annual report on CSR Activities section forming part of this Integrated Annual Report.

(ii) Turnover (in ₹): 36,347.9 Crores

(iii) Net worth (in ₹): 19,049.2 Crores

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2024-25			FY 2023-24		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes, Grievance Redressal Mechanism link - http://asianpaints.ethicspoint.com. Grievances for all the CSR activities undertaken by the Company can also be communicated to the respective Plant heads and/or through email on csr@asianpaints.com	-	-	-	-	-	-

Business Responsibility and Sustainability Report (Contd.)

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2024-25 Number of complaints filed during the year	FY 2024-25 Number of complaints pending resolution at close of the year	FY 2024-25 Remarks	FY 2023-24 Number of complaints filed during the year	FY 2023-24 Number of complaints pending resolution at close of the year	FY 2023-24 Remarks
Investors (other than shareholders)	Yes, Grievance Redressal Mechanism Link - https://www.asianpaints.com/IGRPolicy.html	-	-	-	-	-	-
Shareholders	Yes, Grievance Redressal Mechanism link - https://www.asianpaints.com/IGRPolicy.html Additionally, shareholders can lodge complaints by emailing at investor.relations@asianpaints.com or to the RTA who are principally responsible for managing the share related affairs by raising the request online through website of RTA, the link for which is https://web.in.mpms.mufg.com/helpdesk/Service_Request.html	80	4	Refer Notes 2 & 3	109	2	Refer Notes 2 & 3
Employees and workers	Yes, Grievance Redressal Mechanism link - http://asianpaints.ethicspoint.com	40	7	-	36	4	-
Customers	Yes, Grievance Redressal Mechanism link - http://asianpaints.ethicspoint.com Additionally, customers can lodge complaints by emailing at customercare@asianpaints.com and/or calling on Toll free No. 18002095678. Below is the link where all channels of communication are given: https://www.asianpaints.com/contact-us.html.	29,022	1,636	Refer Note 1 & 3	24,502	2,062	Refer Note 1 & 3
Value Chain Partner	Yes, Grievance Redressal Mechanism link - http://asianpaints.ethicspoint.com	6	2	-	7	2	-
Others	Yes, Grievance Redressal Mechanism link - http://asianpaints.ethicspoint.com	10	5	Refer Note 4	13	4	Refer Note 4

Notes:

1. The customer complaints pending at the close of the year, *inter alia*, are on account of (i) re-opening/non-closure of complaints to the satisfaction of the customers (ii) pending customer acknowledgment for closure (iii) resolution in progress and (iv) complaints registered during last week of March 2025.
2. The shareholder complaints pending at the close of the year, *inter alia*, are on account of i) resolution in process and ii) closure of complaints pending at the end of regulatory authorities .
3. Number of complaints reported above represent agreed complaints.
4. Complaints reported under Others are the anonymous complaints received by the Company through the whistle blower mechanism.
5. Limited assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

26. Overview of the entity's material responsible business conduct issues. Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format.

Refer Managing Risks section under Governance section forming part of this Integrated Annual Report on page no. 160 for overview of the entity's material responsible business conduct issues and other required information.

Section B: Management and Process Disclosures

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs (Yes/No)	Yes								
b. Has the policy been approved by the Board? (Yes/No)	Yes*								
c. Web Link of the Policies, if available	Refer Note 1								
2. Whether the entity has translated the policy into procedures (Yes/No)	Yes								
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes, Code of Conduct for Business Partners, Whistle Blower Policy, Policy for Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace extends to value chain partners								
4. Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	**P1** Organisation for Economic Co-operation and Development ("OECD"), Principle of Corporate Governance, Corporate Governance Voluntary Guidelines, 2009, Global Reporting Initiatives ("GRI") standards, ISO 9001, United Nations General Compact ("UNGC"), United Nations Sustainable Development Goals ("UN SDGs"), National Guidelines on Responsible Business Conduct ("NGRBC") **P2** ISO 14001, ISO 45001, ISO 9001, ISO 14040, GRI standards, NGRBC **P3** Universal Declaration on Human Rights of the United Nations, ISO 45001, British Safety Council, GRI standards, ISO 9001, International Labour Organisation Declaration on Fundamental Principle and Right at Work, UNGC, NGRBC, UN SDGs. **P4** ISO 14001, GRI standards, ISO 9001, NGRBC **P5** Universal Declaration on Human Rights of the United Nations, GRI standards, ISO 9001, International Labour Organisation Declaration on Fundamental Principle and Right at Work, NGRBC, UN SDGs **P6** ISO 14001, Indian Green Building Council, GRI standards, ISO 9001, UN SDGs, NGRBC **P7** Universal Declaration on Human Rights of the United Nations, GRI standards, ISO 9001, UN SDGs, NGRBC, UNGC **P8** CSR disclosures pursuant to Section 135 of the Companies Act, 2013, read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, GRI standards, ISO 9001, UN SDGs, NGRBC **P9** ISO 14001, Task Force on Climate-Related Financial Disclosures ("TCFD") Framework, ISO 9001, ISO 27001, GRI standards, UN SDGs, NGRBC								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	The Company has set targets for ESG commitments, *inter alia*, related to Products stewardship, Water neutrality, Energy conservation, Nature positive, Safe workplace, Energising, equitable & inclusive workplace, Water stewardship, Ethics, transparency, quality and accountability, World class governance and Sustainable supply chain management. For more information, refer the ESG performance snapshot forming part of this Integrated Annual Report on page no. 8. The Company monitors the performance against the specific commitments on an ongoing basis.								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	The Company constantly monitors the performance towards ESG commitments. The performance against the set targets has been published in the ESG performance snapshot forming part of this Integrated Annual Report on page no. 8.								

Business Responsibility and Sustainability Report (Contd.)

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements.	Amit Syngle, Managing Director & CEO of the Company is the director responsible for the business responsibility report. For the statement, refer the Managing Director & CEO statement at the beginning of the BRSR on page no. 297.								
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	The Board of Directors ("The Board") of the Company are responsible for implementation and oversight of the business responsibility policies. The Board has empowered the Stakeholders Relationship Committee ("SRC") to provide direction to the management and exercise oversight on the implementation of targets committed under ESG. Read more about the SRC including its composition, terms of reference, etc. in the Report on Corporate Governance forming part of this Integrated Annual Report on page no. 237. Further, the Board of Directors periodically discusses progress in respect to ESG/sustainability matters in its meetings. Also, the Risk Management Committee has formulated a detailed framework for identification of internal and external risks specifically faced by the Company, particularly ESG related risks.								
9. Does the entity have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes/No). If yes, provide details.	The Board of the Company is responsible for decision making on all sustainability related issues. The SRC is responsible for providing direction to the management on ESG strategy and monitoring the progress and performance on its medium-term and long-term ESG commitments and targets. Read more about the SRC including its composition, terms of reference, etc. in the Report on Corporate Governance forming part of this Integrated Annual Report on page no. 237. Further, the Board periodically discusses ESG/Sustainability matters in its meetings. Also, the Risk Management Committee has formulated a detailed framework for identification of internal and external risks specifically faced by the Company, particularly ESG related risks.								

* The Advocacy Policy has been approved by the Managing Director & CEO of the Company.

10. Details of review of NGRBCs by the Company:

Subject for review	Indicate whether review was undertaken by Director/Committee of the Board/Any other Committee									Frequency (Annually/Half yearly/ Quarterly/Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action.	The Managing Director & CEO reviews the performance of the systems and processes in place for NGRBC related principles. The Audit Committee reviews the performance and grievance redressal mechanisms as per the Code of Conduct of the Company.									Ongoing basis								
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances.	The Company complies with all the applicable statutory requirements and rectifies non-compliance, if any. This is reviewed by the Audit Committee.									Quarterly and as & when required as per statutory requirements.								
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.	As a part of the oversight of the internal financial controls in the Company, the Management and the Audit Committee reviews the adherence to the stated policies of the Company. The Internal Audit function assists the Audit Committee with the above. Further, independent assessment/evaluation is carried out periodically by the external agencies for certain policies.																	

Note 1:

Principle	Applicable policies	Link for policies
Principle 1: Businesses should conduct and govern themselves with Integrity, and in a manner that is Ethical, Transparent and Accountable.	1. Code of Conduct for Employees 2. Code of Conduct to Regulate, Monitor and Report Trading by Designated Person 3. Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information 4. Policy on dealing with and materiality of Related Party Transactions 5. Whistle Blower Policy 6. Code of Conduct for Business Partners 7. Advocacy Policy 8. Code of Conduct for Board and Senior Management Personnel 9. Anti-Bribery and Anti-Corruption Position Statement 10. Tax Governance Position Statement 11. Fair Competition Policy	https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/PositionStatement.html
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe.	1. Environment Policy 2. Health and Safety Policy 3. Information Security Policy 4. Net Zero Carbon Emission Position Statement 5. Sustainable Supply Chain Position Statement	https://www.asianpaints.com/EnvironmentPolicy.html https://www.asianpaints.com/HealthandSafetyPolicy.html https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/PositionStatement.html
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains.	1. Policy for Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace 2. Code of Conduct for Employees 3. Code of Conduct for Business Partners 4. Policy on Equal Opportunity and Non- Discrimination 5. Environment Policy 6. Health and Safety Policy 7. Human Rights Position Statement	https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/PositionStatement.html https://www.asianpaints.com/EqualOpporunityPolicy.html
Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders.	1. Corporate Social Responsibility Policy 2. Customer Policy 3. Code of Conduct for Employees 4. Code of Conduct for Business Partners 5. Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information 6. Dividend Distribution Policy 7. Advocacy Policy 8 Fair Competition Policy	https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/CustomerPolicy.html https://www.asianpaints.com/AdvocacyPolicy.html

Business Responsibility and Sustainability Report (Contd.)

Principle	Applicable policies	Link for policies
Principle 5: Businesses should respect and promote human rights.	1. Code of Conduct for Employees 2. Code of Conduct for Business Partners 3. Policy for Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace 4. Policy on Equal Opportunity and Non discrimination 5. Nomination and Remuneration Policy 6. Human Rights Position Statement	https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/PositionStatement.html https://www.asianpaints.com/EqualOpporunityPolicy.html
Principle 6: Businesses should respect and make efforts to protect and restore the environment.	1. Environment Policy 2. Health and Safety Policy 3. Net Zero Carbon Emission Position Statement 4. Sustainable Supply Chain Position Statement 5. Biodiversity & No Deforestation Position Statement	https://www.asianpaints.com/EnvironmentPolicy.html https://www.asianpaints.com/HealthandSafetyPolicy.html https://www.asianpaints.com/PositionStatement.html
Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.	1. Advocacy Policy	https://www.asianpaints.com/AdvocacyPolicy.html
Principle 8: Businesses should promote inclusive growth and equitable development.	1. Corporate Social Responsibility Policy 2. Policy on Equal Opportunity and Non-discrimination 3. Fair Competition Policy	https://www.asianpaints.com/CodesandPolicies.html https://www.asianpaints.com/EqualOpporunityPolicy.html
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner.	1. Customer Policy 2. Information Security Policy 3. Fair Competition Policy	https://www.asianpaints.com/CustomerPolicy.html https://www.asianpaints.com/CodesandPolicies.html

12. If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)	Not Applicable								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

Section C : Principle wise Performance Disclosure

Principle 1 : Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors ("BOD")	10 sessions	Regulatory compliance requirements, risk management and ESG performance.	100
Key Managerial Personnel ("KMP")	10 sessions	Updates and awareness related to regulatory changes are provided for the benefit of the KMPs. Topics covered include: Corporate Governance, Companies Act, 2013, SEBI regulations as applicable to the Company, ESG performance matters, Code of Conduct for Employees and Prevention of Sexual Harassment at Workplace ("POSH").	100
Employees other than BoD and KMPs	8,343 individual employees attended 1,005 Instructor Led Training ("ILT") & 2,117 Online Training ("OLT") sessions	Values-based capability building programme, Code of Conduct for Employees, POSH, Well-being (financial, physical and mental), safety linked sessions, sensitisation of compliances under Code of Conduct to regulate, monitor, and report trading by Designated Persons and fair-trade practices, sessions on soft skill enhancement and function specific knowledge sessions.	89
Workers	223 sessions	Health & Safety related trainings, Wellness sessions and sessions on skill upgradation	100

Notes:

1. The Company provides regular trainings on health and safety to minimise workplace accidents without focusing upon the numbers of hours spent in training.
2. Training on skill upgradation includes both soft skill and functional skills. Such trainings are imparted by individual functions basis the need for their department and are not specially tracked.
3. The numbers are reported for all the employees & workers who were on the rolls of the Company at the end of the year.
4. Limited assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year, in the following format:

	Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the case	Has an appeal been preferred? (Yes/No)
Penalty/Fine			NIL		
Settlement					
Compounding fee					

	Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the case	Has an appeal been preferred? (Yes/No)
Imprisonment			NIL		
Punishment					

Business Responsibility and Sustainability Report (Contd.)

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed:

Not Applicable.

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, the Company has a published position statement on anti-corruption and anti-bribery available on the Company's website at https://www.asianpaints.com/PositionStatement.html. Further, the Company's Code of Conduct for Employees and the Code of Conduct for Business Partners, covers aspects relating to anti-corruption or anti-bribery, the coverage of which extends to all employees of the Company and its subsidiary and associate companies.

The Company is committed to maintaining the highest ethical standards while undertaking fair business operations and implementing and enforcing effective systems to detect, counter, and prevent bribery and corruption. The Company has zero tolerance towards corruption and giving or offering to give, directly or through a third party, undue incentive ("bribery") to a public servant or any business partner intending to obtain or retain business or an advantage in the course of business.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery & corruption:

	FY 2024-25	FY 2023-24
Directors	-	-
KMPs	-	-
Employees	-	-
Workers	-	-

6. Details of complaints with regard to conflict of interest:

	FY 2024-25		FY 2023-24	
	Number	Brief details of the complaint	Number	Brief details of the complaint
Number of Complaints received in relation to issues of Conflict of Interest of the Directors	-	-	-	-
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	-	-	-	-

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

7. Provide details of any corrective action taken or underway on issues related to fines/penalties/ action taken by regulators/law enforcement agencies/judicial institutions, on cases of corruption and conflicts of interest.

Not Applicable

8. Number of days of accounts payables [(Accounts payable *365)/Cost of goods & services procured] in the following format:

	FY 2024-25	FY 2023-24
Number of days of accounts payables	66	67

Notes:

1. Average trade payable and net purchases of raw material, packaging material and stock in trade has been considered in the computation of days of accounts payable.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

9. Open-ness of business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans & advances and investments, with related parties, in the following format:

Parameter	Metrics		FY 2024-25	FY 2023-24
Concentration of Purchases[1]	a.	Purchases from trading houses as % of total purchases	12.1%	11.8%
	b.	Number of trading houses where purchases are made from	1,509	411
	c.	Purchases from top 10 trading houses as % of total purchases from trading houses	60.3%	77.5%
Concentration of Sales[2]	a.	Sales to dealer/distributors as % of total sales	99.0%	99.1%
	b.	Number of dealers/distributors to whom sales are made	75,793	74,129
	c.	Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	0.9%	0.9%
Share of RPTs in	a.	Purchases (Purchases with related parties/Total purchases)	2.6%	3.5%
	b.	Sales (Sales to related parties/Total sales)	0.1%	0.3%
	c.	Loans & advances (Loans & advances given to related parties/ Total loans & advances)	Nil	Nil
	d.	Investments (Investments in related parties/Total investments made)	34.1%	31.7%

Notes:

1. Purchases of raw material, packing material and stock in trade is as disclosed in Note no. 24 of the standalone financial statements. Additionally, current year purchases include purchase of spares and capital expenditure in line with the Industry Standard on Reporting of BRSR core.
2. Gross sales has been considered for calculation of the indicator.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

The Company is committed to conducting business in an ethical, fair, legally, socially and environmentally responsible manner. The Company's Business Partners are an integral part of the ecosystem, and the Company encourages the Business Partners to be responsible corporate citizens. The Company has in place a documented Code of Conduct for Business Partners to emphasise its commitments in the areas of business integrity, human rights, labour practices, environment stewardship, etc.

The Company takes confirmation from the business partners on acceptance and adherence to the Code of Conduct for Business Partners 3,188 business partners acknowledged the Code of Conduct during the year. The Code of Conduct for Business Partners is available at https://www.asianpaints.com/CodeofConductforBusinessPartners.html Additionally, all the agreements/contracts/purchase orders entered into by the Company with the business partners includes stated confirmation on the above-mentioned aspects.

The Company has rolled out a supply chain sustainability programme "*Samaveta*" to institutionalize collaboration on sustainability by establishing the ESG baseline & maturity, identifying areas of possible collaboration. As part of the same, the company launched Samaveta Academy for capacity building on fundamental ESG aspects in our value chain. During the year, topics covered were basics of ESG, environment footprint measurement and improvement, basics of safety and Behaviour Based Safety ("BBS").

Additionally, there is continuous engagement and awareness programmes with value chain partners such as contractors at the Company's factory and warehouse locations on ESG aspects covered in these principles. Tracking of these engagements will be formalized.

Total number of awareness programmes held	Topics/principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
4	Basics of ESG, environment footprint measurement and improvement, basics of safety and BBS	12%

Business Responsibility and Sustainability Report (Contd.)

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, the Company has Code of Conduct for Board of Directors and Senior Management Personnel ("Code") which provides clear guidelines for avoiding and disclosing actual or potential conflict of interest with the Company and annual declaration on adherence to the Code is taken the Board of Directors. The Code is available on the Company's website at https://www.asianpaints.com/CodesandPolicies.html

The Company receives an annual declaration and changes, if any, from time to time, from its Board of Directors and Senior Management Personnel on their concern and interest in other entities, and ensures requisite approvals as required under the applicable laws are taken prior to entering into transactions with such entities. Further, the Directors abstain from participating in agenda items at the Board/Committee meetings in which they are interested or deemed to be interested.

PRINCIPLE 2 : Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of Research & Development ("R&D") and capital expenditure ("Capex") investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Particulars	Current Financial Year	Previous Financial Year	Details of improvements in environmental and social impacts
R&D	2.0%	2.0%	The Company has an in-house Research & Technology ("R&T") facility where experts/scientists work on various innovations/technologies including finding pathways for bringing on more sustainable and environment friendly products which includes low Volatile Organic Compound ("VOC") paints, reducing/ eliminating lead and heavy metals, etc. The Company has spent ₹ 122.8 crores and ₹ 115.8 crores (only operating cost) on R&T expenses during FY 2024-25 and FY 2023-24, respectively. These include expenses on multiple projects embodying several benefits including environmental and social benefits, however, separately identifying such costs is not feasible. The reported percentage of R&D include only separately identified expenses, excluding employee cost and other direct expenses of R&T.
Capex	1.4%	6.8%	The capital spends include investments in renewable energy, installation of environment monitoring systems, expenditure on energy efficient equipment, waste reduction & treatment infrastructure and automation of laborious activities among others.

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes, the Company has established robust procedures to ensure sustainable sourcing practices. Sustainability parameters are seamlessly integrated into the Company's broader supply chain strategy, anchored by the Code of Conduct for Business Partners. During the reporting year, 3,188 existing vendors acknowledged and accepted the Code, representing over 90% of the Company's raw material and packaging suppliers by value.

Vendor selection and onboarding processes include an evaluation of compliance with applicable environmental regulations—such as possession of valid consents and other statutory authorizations. Additionally, vendors are assessed for the presence of an environmental policy and management system and are required to provide self-declarations on key Human Rights principles. Based on these evaluations, 58 new suppliers were successfully onboarded during the year.

As part of sustainable supply chain program, *Samaveta*, the Company conducts ESG assessments through Self-Declaration Forms ("SDFs"), site visits or virtual evaluations, and targeted capacity-building workshops for suppliers. These assessments also consider third-party certifications and publicly available ESG-related disclosures. A detailed update on the *Samaveta* program is available in the Sustainable Operations and Governance section of the Integrated Report on page 92 and 171 respectively.

b. If yes, what percentage of inputs were sourced sustainably?

Approximately, 85% of the Company's raw material procurement by value is from vendors certified and compliant with recognized social and environmental standards, including certifications such as SA 8000, ISO 14001 (Environmental Management System), OHSAS 18001/ISO 45001 (Occupational Health and Safety), EcoVadis (Bronze rating or higher), and relevant sustainability labels such as Rainforest Alliance, Rugmark, and RSPO.

In addition, through sustainable supply chain initiative, *Samaveta*, the Company has evaluated 81% of raw material and packaging material suppliers (by value) based on their responses to Self-Declaration Forms ("SDFs"). Further, 20% of suppliers by value were assessed through detailed onsite or virtual evaluations, ensuring a deeper understanding of their ESG performance and on-ground practices.

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Paint, by its very nature, is a product that is fully consumed at the point of application, leaving limited residual waste at the consumer end. For dead, damaged, and defective materials the Company has a detailed Standard Operating Procedure ("SOP") for the safe handling, collection, and environmentally responsible disposal.

1. **Plastics (including packaging):** Plastic constitutes the majority of the Company's packaging material. The Company is committed to addressing post-consumer plastic waste through a structured Extended Producer Responsibility ("EPR") framework, in line with the Plastic Waste Management Rules, 2016 ("PWM Rules"). These includes the systematic collection, recycling, and disposal of plastic packaging waste in partnership with authorized agencies, thereby ensuring end-to-end traceability and regulatory compliance.

2. **E-waste:** We provide electrical and electronic equipment in the form of painting tools and appliances through our modular kitchens, wardrobes and fitted furniture business. In compliance with E-Waste (Management) Rules, 2022 ("E-Waste Rules"), the Company has implemented an EPR compliant E-waste management system, ensuring responsible collection, channelization, and end-of-life processing of such products through certified recyclers.

3. **Hazardous Waste:** The hazardous waste generated in operations of the Company are handled and disposed as per Hazardous and Other Waste (Management and Transboundary Movement) Rules, 2016.

4. **Other:** No significant waste, other than packaging material and tools used for painting, remains after application of paints. However, other non-hazardous wastes generated in operations are channelized to authorized recycler.

4. Whether Extended Producer Responsibility ("EPR") is applicable to the entity's activities (Yes/No). If yes, whether the waste collection plan is in line with the EPR plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, the Company is subject to Extended Producer Responsibility ("EPR") obligations under the Plastic Waste Management Rules, 2016 ("PWM Rules") and E-Waste (Management) Rules, 2022 ("E-Waste Rules"). In FY 2024-25, the Company fulfilled its EPR commitments by collecting and responsibly channelizing over 7,800 metric tonnes of flexible plastic and 72,000 metric tonnes of rigid plastic waste. The collection and responsible channelization were ensured across 25 states.

Further, the Company met its e-waste EPR obligation of 264 metric tonnes, as stipulated by the Central Pollution Control Board ("CPCB"), through appropriate mechanisms in alignment with the provisions of the E-Waste Rules.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective/Assessments ("LCA") for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

Business Responsibility and Sustainability Report (Contd.)

The Company adopts a life cycle approach to assess the environmental impacts of its products across all stages- from raw material sourcing, manufacturing, distribution, and usage, to end-of-life disposal. This approach enables the Company to systematically identify opportunities to reduce environmental footprints, enhance resource efficiency, and deliver Sustainably Advantaged Products, thereby creating value for the customers and stakeholders.

Life Cycle Assessments ("LCA") are conducted during the product design phase, particularly for all new premium and luxury category water-based paints, by our in-house scientific teams at the Research & Technology Centre. These assessments guide sustainable product development by quantifying environmental impacts across multiple dimensions.

In FY 2023–24, the Company undertook third-party LCAs in accordance with ISO 14040 standards for 53 products, covering a wide range including interior and exterior paints, wood finishes, waterproofing solutions, colorants, and adhesives. The assessments evaluated key impact categories such as:

- Abiotic Depletion (ADP – elements and fossil)
- Acidification Potential (AP)
- Eutrophication Potential (EP)
- Global Warming Potential (GWP 100 years) including and excluding biogenic carbon
- Ozone Layer Depletion Potential (ODP)
- Photochemical Ozone Creation Potential (POCP)
- Primary Energy Demand (net calorific value)
- Blue water consumption
- Ecotoxicity
- Human toxicity (cancer and non-cancer)

The details provided in the table below is based on this third party LCAs undertaken in FY 2023-24.

NIC Code	Name of Product/Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/ No) If yes, provide the web-link.
202	The Company have undertaken product LCA for it's top-volume products across interior and exterior paints during the FY 2023-24.	65%	Cradle to grave	Yes	No

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products/services, as identified in the Life Cycle Perspective/Assessments ("LCA") or through any other means, briefly describe the same along-with action taken to mitigate the same.

There are no significant social/environmental concerns and/or risks arising from the production or disposal of products/services. However, based on the LCA study, the Company is working to mitigate certain identified hotspots in regard to the environmental impact of the product over the years. This has been discussed in detail in the Sustainable Operations section forming part of this Integrated Annual Report on page 86. Some of the initiatives are as follows:

A. Scope 3 emission: The majority of emissions lie in scope 3 and hence multiple initiatives are being undertaken by the Company.

i. **Emission reduction through formulation efficiency and process innovations**: This results in emission reduction at the raw material stage which is a key contributor to Scope 3 emissions. During the year, the Company realized a reduction of 39,085 metric tCO_2e.

ii. **Multimodal Transportation**: In line with national logistics policies, the Company has adopted multimodal transport, while also using cleaner fuel-powered vehicles. Such initiatives help in reducing the emissions in outbound logistics. These initiatives helped to reduce more than 5,200 tCO_2e of GHG emissions from logistics footprint, while also optimizing freight costs.

B. Water Footprint: The Company continue to work extensively to reduce overall water footprint by driving water conservation activity within plants, harvesting and utilizing rainwater in process, and water recharge and conservation initiatives outside plants. During the year, the Company replenished 4.78 times freshwater consumption. The specific non-process water consumption reduced by 52% since 2013-14 to 0.46 Kl/Kl.

C. Sustainability Advantaged Products: The Sustainably Advantaged Products are products that are more sustainable than the current norm for the industry and bring tangible sustainability benefits to the customers. These include products that provide resource efficiency benefits in use-phase by reducing surface temperature, offering longer-lasting performance, providing health and well-being benefits, etc.

a. High Durability Products: The Company is committed to deliver products that surpass expectations by combining durability and environmental responsibility. Enhancing product longevity is vital in minimizing waste and conserving resources throughout the lifecycle. The Company strive to create long-lasting, low-maintenance products that uphold the performance and aesthetic standards through research and development, rigorous testing, and consumer research. Additionally, the focus is on extending in-can shelf life, ensuring optimal usability for consumers

b. Low Volatile Organic Compound ("VOC") products: The Company is constantly changing and improving its paints formulations to offer low-VOC paints that ensure health and environmental benefits while providing higher performance levels. Further, the Green Seal and the Company's Green Assure products are low VOC products as VOC is one of the important criteria to comply with these certification standards

Name of Product/Service	Description of the risk/concern	Action Taken
-	-	-

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2024-25	FY 2023-24
Recycled content in plastic packaging procured	29.9%	14.6%
Wash water reuse in process[1]	6.4%	6.2%

Note:

1. % of wash water use is on a base of the total water consumed in the products during the year.
2. Limited assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

	FY 2024-25			FY 2023-24		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastics (including packaging[1]	-	~72,000	~7,800	-	74,977	2,818
E-waste	-	264	-	-	86.3	-
Hazardous waste	-	-	-	-	-	-
Other waste	-	-	-	-	-	-

Note: At the time of reporting, the Company is in the process of traceability assessment to ascertain the quantity of plastic channelized for recycling and safe disposal. The breakup provided in the table is a conservative estimate for recycling based on the assessment done so far.

Business Responsibility and Sustainability Report (Contd.)

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Plastic waste as part of Extended Producers Responsibility	100% of total plastic packaging material (rigid and flexible)

Principle 3 : Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of employees:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	8,371	8,371	100	8,371	100	-	-	8,350	99.8	2,417	28.9
Female	1,025	1,025	100	1,025	100	1,025	100	-	-	691	67.4
Total	**9,396**	**9,396**	**100**	**9,396**	**100**	**1,025**	**10.9**	**8,350**	**88.9**	**3,108**	**33.1**
Other than Permanent employees											
Male	7,158	7,158	100	7,158	100	-	-	-	-	-	-
Female	723	723	100	723	100	723	100	-	-	-	-
Total	**7,881**	**7,881**	**100**	**7,881**	**100**	**723**	**9.2**	**-**	**-**	**-**	**-**

Notes:

1. Vendors are required to adhere to the statutory compliances as per applicable laws and rules thereunder.
2. Day-care facilities are available on the Company premises (including plants) as per provisions of the Factories Act, 1948.
3. Some locations do not fall under the Maternity Benefit Act, 1961 and accordingly do not meet the requirement of having a day care facility.

b. Details of measures for the well-being of workers:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent employees											
Male	1,708	1,708	100	1,708	100	-	-	1,708	100	521	30.5
Female	7	7	100	7	100	7	100	-	-	7	100
Total	**1,715**	**1,715**	**100**	**1,715**	**100**	**7**	**0.4**	**1,708**	**99.6**	**528**	**30.8**
Other than Permanent employees											
Male	14,166	14,166	100	14,166	100	-	-	-	-	2,999	21.2
Female	443	443	100	443	100	443	100	-	-	139	31.4
Total	**14,609**	**14,609**	**100**	**14,609**	**100**	**443**	**3**	**-**	**-**	**3,138**	**21.5**

Notes:

1. Vendors are required to adhere to the statutory compliances as per applicable laws and rules thereunder.
2. Day-care facilities are available on the Company premises (including plants) as per provisions of the Factories Act, 1948
3. Some locations do not fall under the Maternity Benefit Act, 1961 and accordingly do not meet the requirement of having a day care facility.

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format:

Particulars	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the company	0.4%	0.4%

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

2. Details of retirement benefits:

Benefits	FY 2024-25			FY 2023-24		
	No. of employees covered as a % of total employees[1]	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)[2]	No. of employees covered as a % of total employees[1]	No. of workers covered as a% of total workers	Deducted and deposited with the authority (Y/N/NA)[2]
PF	100	100	NA	100	100	NA
Gratuity	100	100	NA	100	100	NA
ESI	100	100	Yes	NA	100	Yes

Notes:

1. Eligible as per statute.
2. The Provident fund and Gratuity contribution are deposited with the Company's Trust Funds.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

3. Accessibility of workplaces

Are the premises/offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

The Company has a Policy on Equal Opportunity and Non-Discrimination of which the Company takes proactive measures to build systems and processes to ensure:

1. That appropriate infrastructural facilities and amenities are provided to employees and workers with disabilities to enable them to discharge their duties safely and effectively in the establishment.
2. The facilities are in compliance with the Harmonised Guidelines and Space Standards for Barrier Free Built Environment for Persons with Disability and Elderly Persons (as amended from time to time), issued by the Ministry of Urban Development, Government of India.
3. Accessible environment and assistive devices as required are made available.

Accordingly, all employees/workers with disability are provided resources necessary for their smooth functioning and create an inclusive environment. Refer Energising, Equitable and Inclusive Workplace section under Synergising Relation formimg part of this Integrated Annual Report on page no. 126 for facilities provided in new office building and other work locations.

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

Yes, the Company has a Policy on Equal Opportunity and Non-Discrimination which is available on the Company's website at https://www.asianpaints.com/policyonequalopportunityandnondiscrimination.html.

The Company's Equal Opportunity Policy is committed to fostering an inclusive, equitable, and supportive workplace. The policy ensures:

- Equal opportunities for employees from diverse backgrounds to contribute and perform without barriers.
- A fair and impartial selection process, free from any form of discrimination.
- Strict confidentiality in handling personal information, including gender identity, disability status, and other sensitive data.

Business Responsibility and Sustainability Report (Contd.)

- A conducive work environment equipped with appropriate infrastructure to enable all employees to fulfill their roles effectively.
- Regular awareness campaigns and sensitization programs aimed at promoting inclusion and diversity.
- A robust grievance redressal mechanism to address concerns and uphold employee rights.

This policy reflects the Company's dedication to creating a workplace where every individual is respected, valued, and empowered to succeed.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	84.0%	100%	100%
Female	100%	87.5%	NA[1]	NA[1]
Total	**100%**	**84.3%**	**100%**	**100%**

Notes:

1. None of the female permanent workers availed parental leave in the previous year.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If yes, give details of the mechanism in brief.

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent workers	Yes. Grievances received from workers are duly recorded in the appropriate registers at the plant premises. Grievances can also be raised at http://asianpaints.ethicspoint.com, on our toll free no. 000-800-100-1622, email to whistle.blower@asianpaints.com and/or by way of a letter addressed to the Ethics Committee at the Registered Office of the Company.
Other than Permanent workers	
Permanent employees	Yes. Employees can raise grievances with their reporting managers and/or with HR business partner. Grievances can also be raised at http://asianpaints.ethicspoint.com on our toll free no. 000-800-100-1622, email to whistle.blower@asianpaints.com and/or by way of a letter addressed to the Ethics Committee at the Registered Office of the Company.
Other than Permanent employees	

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2024-25			FY 2023-24		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers I n respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	**9,396**	**162**	**1.7**	**7,804**	**141**	**1.8**
- Male	8,371	157	1.9	7,060	138	1.9
- Female	1,025	5	0.5	744	3	0.4
Total Permanent Workers	**1,715**	**1,537**	**89.6**	**1,678**	**1,539**	**91.7**
- Male	1,708	1,537	90.0	1,672	1,539	92.0
- Female	7	-	-	6	-	-

Note: Limited assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

8. Details of training given to employees and workers:

Category	FY 2024-25					FY 2023-24				
	Total (A)	On Health and safety measures[1]		On Skill upgradation		Total (D)	On Health and safety measures[1]		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
- Male	8,371	1,439	17.2	7,295	87.1	7,060	1,092	15.5	5,205	73.7
- Female	1,025	96	9.4	858	83.7	744	97	13.0	544	73.1
Total	**9,396**	**1,535**	**16.3**	**8,153**	**86.8**	**7,804**	**1,189**	**15.2**	**5,749**	**73.7**
Workers										
- Male	1,708	1,708	100	Refer Note No. 2		1,672	1,672	100	Refer Note No. 2	
- Female	7	7	100			6	6	100		
Total	**1,715**	**1,715**	**100**			**1,678**	**1,678**	**100**		

Notes:

1 The Company provides regular trainings on health and safety to minimise workplace accidents without focusing upon the numbers of hours spent in training.

2. Trainings on skill upgradation includes both soft skills and functional skills. Such trainings are imparted by individual functions basis the need for their department and are not specifically tracked.

3 The numbers are reported for all the employees and workers who were on the rolls of the Company as on 31st March 2025.

4. Limited assurance has been carried out by Deloitte Haskins & Sells LLP for health and safety trainings given to employees and workers and skill upgradation training given to employees.

9. Details of performance and career development reviews of employees and worker:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Permanent Employees						
- Male	8,371	8,371	100	7,060	7,060	100
- Female	1,025	1,025	100	744	744	100
Total	**9,396**	**9,396**	**100**	**7,804**	**7,804**	**100**
Permanent Workers						
- Male	1,708	1,708	100	1,672	1,672	100
- Female	7	7	100	6	6	100
Total	**1,715**	**1,715**	**100**	**1,678**	**1,678**	**100**

Note: All our employees and workers are eligible to receive performance and career development reviews.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/No). If yes, the coverage of such system?

Yes. In accordance with the Environment Policy & Health and Safety Policy of the Company, Occupational Health and Safety Management System has been implemented at all inhouse manufacturing facilities and Research & Technology facility. Further, all other locations also comply with the applicable statutory requirements pertaining to health and safety. The Company's health and safety management system is based on ISO 45001 and the International Standard for Occupational Health and Safety.

All 8 decorative paints manufacturing plants are **Five Star Certified** by BSC (British Safety Council).

Business Responsibility and Sustainability Report (Contd.)

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company has in place an Environment Policy & Health and Safety Policy. The Health and Safety guidelines are applicable to all operating locations of the Company and lay down required parameters to be followed at all locations. Some of the key processes for identifying work-related hazards and assessing risks on a routine and non-routine basis are given below:

i. Hazard Identification and Risk Assessment ("HIRA") is used for routine and non-routine activities.

ii. Hazard and Operability Study ("HAZOP") is being used for identifying hazards related to chemical processes.

iii. Chemical Risk Assessment is used for identifying health hazards during handling of chemicals.

iv. Manual Material Handling Assessment Chart ("MAC") tool is used to identify hazards during manual material handling activities.

v. Fire Risk Assessment is done for handling fire related risks.

vi. Work place monitoring by laboratories accredited by National Accreditation Board for Testing and Calibration Laboratories or approved by the Ministry of Environment, Forest and Climate Change.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/No)

Yes, all employees and workers at plants can report work related hazards through an internal portal. All the work hazards reported are monitored and actioned upon by the Department Safety Committee which in turn is supplemented by the Apex Safety Committee at the plant. A process of "stoppage of work due to unsafe act and unsafe condition" to safeguard employees safety is in place to report or remove themselves from situations they believe could cause injury. At non-manufacturing locations, the workers approach the location head to report any work-related hazards and to remove themselves from such risks.

d. Do the employees/worker of the entity have access to non-occupational medical and healthcare services? (Yes/No)

Yes, all our employees/workers are covered under the Company's health insurance and personal accident policy.

11. Details of safety related incidents, in the following format:

Safety Incident/Number	Category	FY 2024-25	FY 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.17	0.15
	Workers	0.16	0.25
Total recordable work-related injuries	Employees	17	17
	Workers	33	46
No. of fatalities (Note 2)	Employees	-	3
	Workers	-	-
High consequence work-related injury or ill-health (excluding fatalities)	Employees	1	-
	Workers	-	-

Notes:

1. The lost time injury details for manufacturing locations and R&T Centre, is as per the criteria defined in Factories Act,1948. For non-manufacturing locations, where Factories Act,1948 is not applicable, man days lost >= 2 has been considered.
2. The fatalities reported in last year pertains to road accidents during on-duty travel.
3. There are no incidents resulting in permanent disabilities.
4. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

The Company upholds a "Safety First" policy, emphasizing that safety is of utmost importance in all aspects of its operations. As a testament to this commitment, every meeting, including those of the Board of Directors, begins with a dedicated discussion on safety-related matters.

In line with the Company's Environment Policy & Health and Safety Policy, there are various measures taken to ensure access to a safe and healthy work-place to all employees and workers. The Company invests in technologies and processes to avoid and minimise the manual interfaces with machines. The Company ensures that all statutory requirements are compiled and same is validated by third party safety audits.

The Company endeavours to design every facility by using latest technology and including all possible safety measure such that there is near zero risk to human health. At the existing facilities, newer mechanism, machines, and techniques are put in place.

Performing internal and external studies and surveys:

The Company performs various internal and external studies like 'HIRA', 'HAZOP', chemical risk assessment, fire risk assessment, manual material handling assessments, quantitative risk assessment for chemical storage tank and surveys relating to structural stability, noise survey, illumination survey, etc. to identify process safety hazards and controls.

Safety Management Systems:

The health and safety management system is based on ISO 45001 - the International Standard for Occupational Health and Safety and is also designed to cater to the 'Five Star Integrated Audit' by British Safety Council which is a leading global recognition in the field of Occupational Health and Safety Systems. This covers eight decorative manufacturing plants, one industrial paint plant, one chemical plant and Research and Technology facility. It covers our workforce including contractor workmen, drivers, cleaners as well as visitors etc.

Training:

The Company encourages and works on building Behaviour Based Safety ("BBS") management to encourage adherence to safe behaviour and promote safety culture. It provides periodic trainings to employees on the manner of performing such assessments/surveys, handling hazardous chemicals and equipment. All employees and workers are trained on safety aspects which includes first – aid, fire – fighting, onsite emergency plan, work permit system, HIRA, HAZOP etc.

Use of technology and other safety measures:

Most of the paint manufacturing processes are automated/semi-automated and are controlled through Distributed Control System ("DCS") and Manufacturing Excellence System ("MES"). All the new plants are highly automated with conveyors and robotics palletisation to reduce manual material handling, thereby creating safer work environment. Moving parts of machineries are equipped with machine guarding mechanism like separately demarcated routes for vehicles and pedestrians, installation of convex mirrors at blind corners for Material Handling Equipment ("MHE") trucks, monitoring speed of all vehicular movements, installation of safety alarms, interlocks to eliminate hazards related to moving parts, etc.

Over and above, it is ensured that fire protection equipment such as hydrant system, water monitors, foam monitors, fire extinguishers, fire detection and sprinkler system are in place as per relevant Indian Standards. Pre-employment and annual medical examinations are carried out for employees and contractor workmen. Personal Protective Equipment ("PPE") are identified for various activities and maintained in the form of PPE matrix for each section in the plants conforming to relevant Indian/International Standard as applicable.

Other safety initiatives:

1. The Company places a strong emphasis on safety measures not only at its plant locations but across all operational sites. Several key initiatives have been undertaken to enhance safety awareness and practices at non-plant locations
2. The Company understand that road safety is paramount, extending beyond our office premises to the roads our employees travel on daily basis. Committed to fostering a culture of safety and responsibility, we have implemented several initiatives to create awareness like Touch on Safety (Video Series) - highlighting importance of road safety, Defensive Driving Training by Safe Drive India, Simulator Driving Workshop, infrastructure changes for ease in travelling, etc.
3. The Company is committed to supporting the mental health of its employees and workers through dedicated initiatives. As part of this effort, the Company provides teleconsultation services, enabling employees to confidentially discuss their mental health concerns and access professional guidance and remedies.

Business Responsibility and Sustainability Report (Contd.)

Periodic equipment maintenance, review and testing:

There is a well-defined checklist basis which periodic safety inspections are carried out and actions are taken in a time bound manner. Regular inspections and maintenance are done by competent persons for various critical equipment, with necessary permits wherever needed, ensuring lockout tagout system is implemented.

Redressal and Investigation mechanism:

There are Safety Committees constituted at locations to ensure that safe work practices are in place. The Committees promote the participation of employees and workers to participate in ensuring workplace safety and have a well laid out procedure of investigation for work related incidents, review and investigation along with implementation of corrective and preventive actions.

13. Number of Complaints on the following made by employees and workers:

	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-

The Company encourages employees and workers to highlight any issues noticed towards working conditions and Health & Safety concerns at all its locations. The employees can lodge complaints on the internal portal of the Company as well. Throughout the year, the employees have raised many such queries/concerns on the portal which have been largely addressed by the Company. Such complaints are more in nature of flagging of possible need of repairs or availability of proper working conditions which are regular in nature and addressed as and when raised.

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working conditions	100

Note: % is based on cases which were due for an assessment either basis regulatory requirements and/or basis the Company's internal guidelines.

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/concerns arising from assessments of health & safety practices and working conditions.

The Company continuously monitors and assesses its health and safety practices and working conditions. Investigation is conducted in case any incident is reported using various methodology to identify the root cause. The investigation team presents corrective and preventive measures which are reviewed at various levels by the local management and central teams. Such corrective actions are then deployed horizontally across locations.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Yes/No) (B) Workers (Yes/No).

   Yes, the Company has extended life insurance or compensatory package in the event of death of employees and workers.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

   The Company has a robust mechanism to ensure that all statutory dues have been deducted and deposited by the value chain partners. As per the business agreements/contracts and purchase orders, all vendors are obliged to make necessary statutory payments timely. The Company regularly verifies the payment made by vendors to various government authorities towards statutory payments internally or through third party audits. With such reviews, the Company internally rates the vendors on their compliance status. The Company issues notices or penalises them or ceases business dealing with defaulting vendors depending on the number and nature of defaults.

3. Provide the number of employees/workers having suffered high consequence work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Particulars	Total no. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
Employees	-	3	-	-
Workers	1	-	-	-

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)

   Yes, the Company has a transition assistance program across cadres right from junior level to senior management to provide guidance to new promotees to discharge their duties more effectively and develop their functional and behaviour skill sets. Each program is uniquely designed depending on the cadre and required developmental needs. The program also allows individuals to nominate themselves for one on one and group coaching programs which helps them in addressing any specific transitional need. In case of retirement, various insight sharing sessions are held with the employees to gain from their experiences. The Company engages with them to assist them in financial planning needs, if any.

5. Details on assessment of value chain partners:

   The Company has in place a Code of Conduct for Business Partners. Accordingly, business partners are expected to provide a safe and healthy workplace for their employees and contractors. Business Partners must be compliant with local and national laws and regulations on Occupational Health and Safety, and have the required permits, licenses and permissions granted by local and national authorities. The Company's sustainable supply chain programme - *Samaveta* comprises of supplier assessments on the basis of self-declarations as well as site assessments on ESG aspects including health and safety practices as well as working conditions. Site assessments are undertaken through third-party expert agencies.

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	81% of raw material and packaging suppliers by spend were assessed using self-declaration and information available in public domain. Further, 20% of suppliers by spend were assessed through third-party site assessments.
Working conditions	

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners :

   Not Applicable

Business Responsibility and Sustainability Report (Contd.)

Principle 4 : Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

   Refer Stakeholder Engagement section forming part of this Integrated Annual Report on page no. 68.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

   Refer Stakeholder Engagement section forming part of this Integrated Annual Report on page no. 68.

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

   Stakeholder engagement is a crucial process that contributes to growth ambitions. Refer Stakeholder Engagement Concerns section forming part of the Integrated Annual Report on page no. 68 which covers the process for consultation between stakeholders and the Board.

   The Company reports annually on the progress of ESG targets to update all stakeholders on ongoing initiatives. The comprehensive reporting approach demonstrates an unwavering dedication to provide stakeholders a transparent and holistic view of the Company's performance and progress toward achieving ESG commitments.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

   Yes, the Company in consultation with the stakeholders have identified material environmental and social topics. Material topics were shortlisted and prioritised based on their impact on the stakeholders and the business. The details on the same have been provided in the Stakeholder Engagement section and Materiality section forming part of this Integrated Annual Report on page no. 68 & 73 respectively.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

   The Company identifies the need of communities including vulnerable and marginalised groups and accordingly works on various programs through Corporate Social Responsibility ("CSR") initiatives. The initiatives undertaken by the Company under the thrust areas of CSR are after assessing the need of the communities including the vulnerable/marginalised stakeholder groups and other members of the community. The Company has undertaken nutrition projects for children, adolescents, pregnant and lactating women and organised eye care programme for school students. The Beautiful Homes Academies work on imparting skill education and enhancing productivity of the people in paint application/plumbing/carpenter training etc., and strives to make an impact on their lives by bringing positive economic, professional and inter-personal & intra-personal impact. For more information, please refer the Synergising Relationships section forming part of this Integrated Annual Report on page no.104.

Principle 5 : Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2024-25			FY 2023-24		
	Total (A)	No. of Employees/ workers covered (B)	% (B/A)	Total (C)	No. of Employees/ workers covered (D)	% (D/C)
Employees						
Permanent	9,396	7,290	77.6	7,804	7,162	91.8
Other than permanent	7,881	Refer note No. 2		7,050	Refer note No. 2	
Total Employees	**17,277**			**14,854**		
Workers						
Permanent	1,715			1,678		
Other than permanent	14,609	Refer note No. 2		14,139	Refer note No. 2	
Total Workers	**16,324**			**15,817**		

Notes:

1. The trainings on human rights and other policies are a part of the Code of Conduct and other various awareness programmes. The Company has deployed an e-module on Code of Conduct for training of the employees.
2. Several discussions are held with all employees and workers to create awareness around human rights and the Company's Code of Conduct. In addition to HR led sessions and e-modules, all employees and workers (including new joinees) are trained/made aware of the Code of Conduct by their functional team leads. Such sessions are currently not tracked. Further, the Code of Conduct is available for reference on the Company's website and on the Company's intranet portal. They are expected to read and understand this Code, uphold these standards in day-to-day activities, and comply with all applicable laws rules and regulations and all applicable policies and procedures adopted by the Company.
3. Excluding employees from Sleek business (amalgamated from 1st March 2025), 85% of the Company's permanent employees have completed human rights training.
4. Limited assurance has been carried out by Deloitte Haskins & Sells LLP for human rights trainings given to permanent employees.

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2024-25					FY 2023-24				
	Total (A)	Equal to minimum wage		More than Minimum wage		Total (D)	Equal to minimum wage		More than Minimum wage	
		No. (B)	%(B/A)	No. (C)	%(C/A)		No. (E)	%(E/D)	No. (F)	%(F/D)
Employees										
Permanent										
Male	8,371	-	-	8,371	100	7,060	-	-	7,060	100
Female	1,025	-	-	1,025	100	744	-	-	744	100
Other than Permanent										
Male	7,158	-	-	7,158	100	6,304	572	9.1	5,732	90.9
Female	723	-	-	723	100	746	411	55.1	335	44.9
Workers										
Permanent										
Male	1,708	-	-	1,708	100	1,672	-	-	1,672	100
Female	7	-	-	7	100	6	-	-	6	100
Other than Permanent										
Male	14,166	2,294	16.2	11,872	83.8	13,749	2,798	20.4	10,950	79.6
Female	443	64	14.4	379	85.6	390	81	20.8	309	79.2

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

Business Responsibility and Sustainability Report (Contd.)

3. Details of remuneration

a. Median remuneration/wages:

Particulars	Male		Female	
	Number	Median remuneration/ salary/wages of respective category	Number	Median remuneration/ salary/wages of respective category
Board of Directors (BoD)*	9	73,00,000	3	64,00,000
Key Managerial Personnel (KMP)*^	2	8,25,76,385	-	-
Employees other than BoD and KMP	8,369	10,62,048	1,025	11,54,440
Workers	1,708	5,15,322	7	2,12,000

*Includes Managing Director & CEO.

^Key Managerial Personnel are the Managing Director & CEO and CFO & Company Secretary.

Notes:

1. Include details of Directors and KMP as on 31st March 2025.
2. Median remuneration is calculated for active employees and workers as on 31st March 2025, base on their full year remuneration/ wage.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

Particulars	FY 2024-25	FY 2023-24
Gross wages paid to females as % of total wages	7.9%(1)	7.8%

Notes:

1. Gross wages paid are disclosed for permanent & other than permanent female employees and workers, in line with the industry standard on reporting of BRSR.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

4. Do you have a focal point (Individual/Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes, Ms. Savitha Shivsankar, the Chief Human Resources Officer of the Company, is responsible for addressing the human rights issues caused or contributed by the business. Further, these cases are presented to the Audit Committee along with the status and its resolutions on a quarterly basis.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company is committed to providing a safe and conducive work environment to all of its employees and workers. Transparency and openness are organisational values and are practised across all levels. Employees are encouraged to share their concerns with their reporting manager or the members of the Senior Management. Employees can reach out independently to the Human Resource function if they so choose to. The Company has an open-door approach, wherein any employee irrespective of hierarchy has access to the senior management.
In addition, the Code of Conduct for Employees and the Whistle Blower Policy allows all the employees to report any kind of suspected or actual misconduct in the organisation in an anonymous manner including grievances related to human rights issues.

Refer to the Company's position statement on Human Rights at https://www.asianpaints.com/PositionStatement.html.

6. Number of Complaints on the following made by employees and workers:

Particulars	FY 2024-25			FY 2023-24		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	7	-	-	11	2(1)	-
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour/Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

Notes:

1. The cases pending for resolution are not beyond 90 days - defined period for resolution as per Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 or POSH policy. These cases have been closed within 90 days.
2. Limited assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

Particulars	FY 2024-25	FY 2023-24
Total complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 ("POSH")	7	11
Complaints on POSH as a % of female employees/workers	0.7(1)	1.5
Complaints on POSH upheld	6	11

Notes:

1. For FY 2024-25, calculation is based on average number of female employees and workers on 1st April 2024 & 31st March 2025, in line with the industry standards on reporting of BRSR.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases

The Company believes in the principle of natural justice and ensures full confidentiality of complainant is maintained during and after resolution of complaint. Such complaints are usually handled by senior members in the organisation. These members are trained on aspects like how such complaints must be handled, the rights of complainants, and manner of dealing with complaints and respondents, sensitivity and judgement to be applied on such matters.

The members handling such complaints maintain full confidentiality to protect the complainant during as well as after closure of complaints. The complainant is protected against any adverse action not limited to harassment, unfair termination of employment, demotion, suspension and biased behaviour.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes, all critical human rights requirements are part of business agreements, purchase orders and contracts with suppliers. Further the Code of Conduct for Business Partners is applicable to all the suppliers and service providers according to which suppliers are expected to respect human rights and avoid causing/contributing to human rights infringements through their business actions.

Business Responsibility and Sustainability Report (Contd.)

10. Assessments for the year

Parameters	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100%
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others- please specify	

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above: Not Applicable

Leadership Indicators

1. **Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.**

   During the reporting period, no business processes have been modified or introduced for addressing human rights grievances/complaints.

2. **Details of the scope and coverage of any Human rights due-diligence conducted.**

   The Company is committed to protecting and respecting Human Rights and remedying rights violations in case they are identified; for example, issues relating to human trafficking, forced labour, child labour, freedom of association, right to collective bargaining, equal remuneration and discrimination. The Company works towards providing equal employment opportunity, ensuring distributive, procedural, and interactional fairness, creating a harassment-free, safe environment and respecting fundamental rights. As an equal opportunity employer, no discrimination is tolerated on any aspect. Refer to the Company's Human Right Position Statement on it's website at https://www.asianpaints.com/PositionStatement.html.

3. **Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**

   Refer Energising, Equitable and Inclusive Workplace section under Synergising Relation forming part of this Integrated Annual Report on page no. 126 for facilities provided in new office building and other location of the Company. The Company is taking appropriate measures to build systems and processes to ensure that provisions are made for an accessable environment & assistive devices as required.

4. **Details on assessment of value chain partners:**

	% of value chain partners (by value of business with such partners) that were assessed
Sexual Harassment	As a part of the Company's sustainable supply chain programme "*Samaveta*", 81% of raw material & packaging suppliers by spend were assessed using self-declaration & information available in public domain. Further, 20% of suppliers by spend were assessed through third-party site assessments.
Discrimination at workplace	
Child labour	
Forced Labour/Involuntary Labour	
Wages	
Others- please specify	

5. **Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.** Not Applicable

Principle 6 : Businesses should respect and make efforts to protect and restore the environment

1. For the purpose of calculation of revenue adjusted Purchasing Power Parity ("PPP"), conversion factor @20.66 ₹/USD as per International Monetary Fund ("IMF") website has been considered.

2. Since Asian Paints have multiple businesses wherein physical output is reported in different units of measurement, data for intensity in terms of physical output is reported only for paints and chemicals businesses which accounts for more than 95% of total output.

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity:

Parameter	FY 2024-25 (in GJ)	FY 2023-24 (in GJ)
From renewable sources		
Total electricity consumption (A)	2,26,199	2,32,622
Total fuel consumption (B)	803	6,172
Energy consumption (C) through other sources	-	-
Total energy consumed from renewable sources (A+B+C)	**2,27,002**	**2,38,794**
From non-renewable sources		
Total electricity consumption (D)	2,53,923	1,87,649
Total fuel consumption (E)	10,32,540	8,53,773
Energy consumption (F) through other sources	12,251	12,329
Total energy consumed from non- renewable sources (D+E+F)	**12,98,714**	**10,53,751**
Total energy consumed (A+B+C+D+E+F)	**15,25,716**	**12,92,545**
Energy intensity per rupee of turnover (Total energy consumed/Revenue from operations)	51.6 GJ/ ₹ crore	41.9 GJ/ ₹ crore
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity ("PPP") (Total energy consumed/Revenue from operations adjusted for PPP)	1,066.6 GJ/ $ crore	865.6 GJ/ $ crore
Energy intensity in terms of physical Output	1.18 GJ/KL	0.98 GJ/KL

Notes:

1. Total diesel consumption for the leased assets have been calculated by considering the total amount spent on the purchase of diesel by average of diesel prices at four metrocities (Chennai, Kolkata, Delhi and Mumbai).
2. Electricity consumption at leased offices/warehouses is included under non-renewable electricity consumption.
3. The Net Calorific Value (NCV) used for converting energy to GJ for all fuels is sourced from Inter Governmental Panel on Climate Change ("IPCC") guidelines (Chapter 1).
4. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

2. Does the entity have any sites/facilities identified as Designated Consumers ("DCs") under the Performance, Achieve and Trade ("PAT") Scheme of the Government of India? (Yes/No) If yes, disclose whether targets set under the PAT Scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

   Not applicable, as the Company is not an energy-intensive industry as outlined under the PAT Scheme of the Government of India.

Business Responsibility and Sustainability Report (Contd.)

3. Provide details of the following disclosures related to water, in the following format

Parameters	FY 2024-25	FY 2023-24
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Ground water	67,915	57,998
(iii) Third party water	12,22,529	12,08,996
(iv) Seawater/desalinated water	-	-
(v) Others (Rain water)	75,459	66,829
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**13,65,903**	**13,33,823**
Total volume of water consumption (in kilolitres)	**13,51,625**	**13,24,370**
Water intensity per rupee of turnover (Total water consumption/Revenue from operations)	45.7 KL/ ₹ crore	42.9 KL/ ₹ crore
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/Revenue from operations adjusted for PPP)	944.9 KL/ $ crore	886.9 KL/ $ crore
Water intensity in terms of physical output	1.04 KL/KL	1.00 KL/KL

Notes:

1. All our manufacturing units have zero liquid discharge i.e., water withdrawn is completely consumed within the units. The total water withdrawal at our owned offices is 13,712 Kl and in the absence of discharge information water withdrawn has been assumed to be equal to water discharged. Similarly, total withdrawal at offices in FY 2023-24 was 9,453 Kl.

   The water withdrawal and consumption for leased offices, which is not included in the above table, is estimated to be 61,763 KL and the same has been calculated based on methodology prescribed in IS 1172:1993.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

4. Provide the following details related to water discharged :

Parameters	FY 2024-25	FY 2023-24
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) To Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third-parties		
- No treatment	13,712	9,453
- With treatment - Tertiary treatment	566	-
(v) Others		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	**14,278**	**9,453**

Notes:

1. Wastewater is estimated to be discharged from the Company's owned corporate offices which is being sent to the municipal corporation for further treatment. The quantity for the same is estimated to be 13,712 KL. At our R&T center, the wastewater after tertiary treatment is sent to CETP the quantum for the same is 566 KL.
2. In absence of discharge information at leased offices, complete quantity of estimated 61,763 KL is considered to be discharged. This is not included in the above table.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

All the manufacturing plants of the Company have Zero Liquid Discharge facilities. Recognizing the importance of water as a resource, the Company undertake several initiatives to optimize consumption and reduce resultant wastewater generation through the reuse or recycling schemes. Such wastewater is further recovered and used back in the process. The details of such initiatives can be found under the water neutrality section under the Sustainable Operation Section of this Integrated Annual Report from page no. 101.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	FY 2024-25	FY 2023-24
NOx	Metric Tonnes	45.8	44.4
SOx	Metric Tonnes	10.8	13.1
Particulate matter (PM)	Metric Tonnes	15.1	14.0
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	PPM	5.2	5.3
Hazardous air pollutants (HAP)	-	-	-

Notes:

1. The values of VOC have been disclosed from this year onwards.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 1 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	87,435	72,794
Total Scope 2 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3, if available)	Metric tonnes of CO_2 equivalent	52,727	44,357
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)	tCO_2e/₹ Crore	4.7	3.8
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP)	tCO_2e/$ Crore	98.0	78.5
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Kg CO_2e/KL	107.6	88.6

Notes:

1. The emission factors used for converting enegy to tCO_2e for fuels and steam are from IPCC guidelines. For electricity, latest database of Cental Electricity Authority ("CEA") has been used.
2. Emission reported in the above table is calculated basis total energy consumption and does not include fugitive emissions. The fugitive scope 1 emission due to refrigerant leakages in air conditioning units is estimated to be 2,690 tCO_2e.
3. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator

8. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide details.

GHG emissions reduction is an important focus area under our ESG commitments. As part of our Scope 1 and Scope 2 GHG emissions reduction plan, the Company focus on key enablers of energy efficiency and renewable energy.

Energy Efficiency:

The Company is committed to energy conservation and ensuring efficient energy usage at all operational facilities. Energy management forms a vital part of the approach toward sustainable operations. During the year, multiple energy efficiency projects were implemented in continuation of this long-term agenda. The details of such projects

Business Responsibility and Sustainability Report (Contd.)

can be found under the Sustainable Operations section forming part of this integrated annual report from page no. 86. The specific electricity consumption at the decorative paints plants has been reduced by 28.3% from FY 2013-14.

Renewable Electricity:

Renewable electricity generation is one of the identified focus areas and several investments have been made over the years to build infrastructure. Renewable electricity accounts for 57.6% of the total electricity consumption in FY 2024-25.

9. Provide details related to waste management by the entity, in the following format:

Parameter	FY 2024-25	FY 2023-24
Total Waste generated (in metric tonnes)		
Plastic waste (A)	2,418.8	2,732.1
E-waste (B)	14.9	12.4
Bio-medical waste (C)	0.8	1.2
Construction and demolitionwaste (D)	2,907.7	0
Battery waste (E)	64.8	85.1
Radioactive waste (F)	-	-
Other Hazardous waste. Please specify, if any. (G)	2,282.5	2,150.1
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	11,800.9	9,585.1
Total (A+B + C + D + E + F + G + H)	**19,490.4**	**14,566.0**
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations)	0.7 MT/ ₹ crore	0.4 MT/ ₹ crore
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/Revenue from operations adjusted for PPP)	13.6 MT/ $ crore	9.8 MT/ $ crore
Waste intensity in terms of physical output	14.7 Kg/KL	11 Kg/KL
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	17,745.5	11,305
(ii) Re-used	493.9	62
(iii) Other recovery operations	512.3	1,687
Total	**18,751.7**	**13,054**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	395.3	451
(ii) Landfilling	343.3	274
(iii) Other disposal operations	-	-
Total	**738.6**	**725**

Notes:

1. The above details provide waste disposal at manufacturing locations and owned offices. For leased offices/warehouses located across the country, due to the type of the setup, the nature of the waste is non-hazardous and is estimated not to be material.
2. Other hazardous waste includes waste categorized under Hazardous & other Waste (Management & Transboundary Management) Rules, 2016 such as sludge, process wastes, distillation residues, etc. and disposal of which is through Pollution Control Board authorized/ licensed vendors in line with the Consent to Operate ("CTO")/Hazardous Waste Authorization ("HW Authorization") conditions. The weight for sludge from effluent treatment plant has been represented in dry basis. This is calculated basis Non-Volatile Matter (NVM) present in the sludge which generally ranges from 20% - 25%
3. From FY 2024-25, hazardous wastes disclosure includes empty barrels in weight which are disposed in numbers as per CTO/ HW Authorization conditions, previous year disclosure have been restated accordingly for the consistency.
4. Other non-hazardous waste primarily include metal, wooden and paper waste.
5. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on above indicator.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The waste management is based on the systematic tracking of the material flows and adheres to a well-defined hierarchy. The Company aims to avoid waste to the best of our ability by continuously optimising our processes and production methods. If the avoidance is not possible, the Company assess whether they can be recycled or reused within it's operations. For instance, wash water is used in our process, recover and reuse waste solvents, and manufacture economy-grade paint. With stringent processes, we ensure the safe, proper, and environmentally responsible disposal of materials that cannot be recycled and reused. At our paint manufacturing unit, specific hazardous waste and non- hazardous waste disposal (Kg/KL) has seen a consistent year on- year reduction since the baseline year of 2013-14. Our specific hazardous waste and non-hazardous waste disposal has decreased by 79% and 40% respectively from baseline year of FY 2013-14.

We follow legally prescribed procedures and apply environmentally sound disposal techniques for disposing of hazardous waste whereas the non-hazardous waste is sent to authorised recyclers. A detailed description has been provided in the Sustainable Operations section forming part of this Integrated Annual Report on page no. 86.

Safety and environmental sustainability are integral parts of the product development processes established by the Company. These processes are built on IT platforms which enable the Company's Research & Technology Centre in Mumbai to screen and prevent the entry of potentially hazardous raw materials right at the development stage.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/clearances are required, please specify details in the following format:

Sr. No.	Location of operations/offices	Type of Operations	Whether the conditions of environmental approval/clearance are being complied with? (Yes/No) If no, the reasons thereof and corrective action taken, if any.
Not Applicable			

Note: The production facilities of the Company are situated in industrial parks or other approved regions. None of the Company's offices or plants are located near any sensitive or environmentally protected areas. Hence, the Company's offices and manufacturing facilities do not require the related environmental approvals.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Environment Impact Assessment Notification, 2006 ("EIA") mandates the Company to undertake an study for establishment or expansion of an integrated paint manufacturing plant or synthetic organic chemicals manufacturing plant. Details of EIA study undertaken during the year is provided below:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant weblink
EIA report for proposed expansion of integrated paint manufacturing plant located at Plot No. 1, Sector 30 B, HSIIDC, IMT Rohtak, Haryana.	S.O. 1533 Environment Impact Assessment notification	February 2025	Yes	Yes	https://www.asianpaints.com/about-us.html

Business Responsibility and Sustainability Report (Contd.)

13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and rules thereunder (Yes/No). If not, provide details of all such non-compliances, in the following format:

Sr. No.	Specify the law/regulation /guidelines which was not complied with	Provide details of the non-compliance	Any fines/penalties/action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
	Not Applicable			

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

As per recent assessment report released by Central Ground Water Board ("CGWB") in 2024, our Patancheru plant is located in the water stress area.

For each facility/plant located in areas of water stress, provide the following information:

(i) Name of the area: Patancheru

(ii) Nature of operations: Decorative Paint Manufacturing Unit

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2024-25	FY 2023-24
Water withdrawal by source (in kilolitres)		
Surface water	-	-
Ground water	5,229	6,309
Third Party water	39,742	39,966
Seawater/desalinated water	-	-
Others (Rainwater)	215	150
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	**45,186**	**46,425**
Total volume of water consumption (in kilolitres)	**45,186**	**46,245**
Water intensity per rupee of turnover (Water consumed/turnover in crores)	1.5 KL/₹ crore	1.5 KL/₹ crore
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/Revenue from operations adjusted for PPP)	31.6 KL/$ crore	31.1 KL/$ crore
Water intensity in terms of physical output (KL/KL)	0.03 KL/KL	0.04 KL/KL
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) To Groundwater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To Seawater		
- No treatment	-	-
- With treatment – please specify level of treatment	-	-

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2024-25	FY 2023-24
Total Scope 3 emissions (Break-up of the GHG into CO_2, CH_4, N_2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO_2 equivalent	32.2 lakhs	33.2 lakhs
Total Scope 3 emissions per rupee of turnover	Metric tonnes of CO_2 equivalent	109.1	107.6

Note: Limited assurance has been carried out for absolute Scope 3 emissions as part of GRI indicators by Deloitte Haskins & Sells LLP.

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

This is not applicable. The Company operates from sites which are located in industrial areas and are not close to ecologically sensitive areas. However, biodiversity initiatives are being undertaken, details of which can be referred to in the Sustainable Operation section forming part of Integrated Annual Report on page no. 103.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, please provide details of the same as well as the outcome of such initiatives, as per the following format:

Sr. No.	Initiative undertaken	Details of the initiative *(Weblink, if any, may be provided along-with summary)*	Outcome of the initiative
1.	Emission reduction through formulations and process innovations.	Please refer Product Stewardship under Sustainable Operations section forming part of this Integrated Annual Report.	Avoidance of 39,085 of tCO_2e in the financial year
2.	Use of recycled content in plastic packaging	Please refer Nature Positive under Sustainable Operations section forming part of this Integrated Annual Report.	20,150 tonnes of recycled content in plastic packaging in FY 2024-25
3.	Water replenishment and conservation outside factory premises	Please refer Water Neutrality under Sustainable Operations section forming part of this Integrated Annual Report	In FY 2024-25, the Company replenished 478% of the total fresh water that used manufacturing sites
4.	Multi-modal outbound logistics – sea & multi-modal	Please refer Climate Change under Sustainable Operations section forming part of this Integrated Annual Report.	Avoided more than 5,200 tCO_2e in FY 2024-25
5.	Zero Liquid Discharge	Please refer Nature Positive under Sustainable Operations section forming part of this Integrated Annual Report.	Zero Liquid Discharge from all manufacturing units
6.	Wash water reuse	Please refer Nature Positive under Sustainable Operations section forming part of this Integrated Annual Report.	39,345 KL of wash water reused in product in FY 2024-25
7.	Economy grade paints	Please refer Nature Positive under Sustainable Operations section forming part of this Integrated Annual Report.	Segregation, reprocessing, and production of 2,241 MT economy grade paints in FY 2024-25.

Note: For more Company and plant-specific initiatives, please refer to the Sustainable Operation section forming part of this Integrated Annual Report on page no. 86 onwards.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/weblink.

A Business Continuity Plan ("BCP") framework aims at ensuring that operations can continue during and after facing disruptions. It encompasses several critical areas, including supply chain continuity planning, which focuses on maintaining the flow of goods by identifying alternative suppliers and logistics strategies; information continuity planning, which safeguards data and IT systems through backups and cyber security measures; and customer continuity planning, which ensures communication and service delivery to clients remain uninterrupted, preserving customer trust and satisfaction.

Business Responsibility and Sustainability Report (Contd.)

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

   The Company has in place sustainability programs which serve as a tool to mitigate and tackle the issues that arise from our value chain partners. For details of our mitigation plans, refer the Manufacturing & Innovation section, Sustainable Operations section and Managing Risks under Governance section forming part of this Integrated Annual Report.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts:

   The Company evaluated 81% of raw material and packaging material suppliers (by value) based on their responses to Self-Declaration Forms ("SDFs") during the year. Further, 20% of suppliers by value were assessed through detailed onsite or virtual evaluations, ensuring a deeper understanding of their ESG performance and on-ground practices.

8. How many Green Credits have been generated or procured
   a. **By the listed entity -** Nil
   b. **By the top ten (in terms of value of purchases and sales, respectively) value chain partners -** Nil

Principle 7 : Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/associations.

   The Company is affiliated with 7 trade and industry chambers/associations.

   b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the entity is a member of/affiliated to.

Sr. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/National)
1.	The Confederation of Indian Industry (CII)	National
2.	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
3.	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
4.	Indian Paint Association (IPA)	National
5.	Advertising Standard Council of India (ASCI)	National
6.	The Society of Indian Defence Manufacturers (SIDM)	National
7.	Public Affairs Forum of India (PAFI)	National
8.	Indian Society of Advertisers (ISA)	National
9.	Media Research Users Council India (MRUC India)	National

Notes :

1. The Society of Indian Defence Manufacturers (SIDM) is not associated from 01st April 2025.
2. Public Affairs Forum of India (PAFI) was associated till 01st January 2025.

2. Provide details of corrective action taken or underway on any issues related to anti- competitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the case	Corrective action taken
-	-	-

Note: The Competition Commission of India ("CCI") had passed a prima facie Order dated 14th January, 2020 directing the Director General ("DG") to conduct an investigation against the Company under the provisions of the Competition Act, 2002. The DG submitted a detailed report to the CCI. Based on the findings of the DG's report and after hearing both the parties, the CCI passed a favourable Order on 8th September, 2022 dismissing the allegations relating to abuse of dominance and anti-competitive agreements made by the competitor. The competitor has now filed an appeal against CCI's Order before the National Company Law Appellate Tribunal ("NCLAT"). The said appeal is pending before NCLAT.

Leadership Indicators

1. Details of public policy positions advocated by the entity:

Sr. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/No)	Frequency of review by Board (Annually/Half yearly/Quarterly/ Others – please specify)	Weblink , if available
1.	Plastic waste management through Extended Producer Responsibility and environmental clearance issues.	The Company represents itself in key business associations and/or directly at the government forums in a responsible and transparent manner. The issues taken up are generally related to ease of doing business and only authorised representatives of the Company can interact with these institutions.	No, the information is generally not available in the public domain. These representations are directly made via e-mails or letters, either directly or through the industry chambers /associations.	Advocacy policy will be reviewed once in 3 years.	https://www.asianpaints.com/AdvocacyPolicy.html
2.	Engagement with Government on 'Ease of Doing Business' initiatives on harmonizing State and Central laws and compliances.				
3.	Recommendation and inputs provided on various policy issues pertaining to import of raw materials at Ministry of Industry and Commerce & Chemical and Petrochemicals.				
4.	Recommendations given on sustainable and inclusive growth of manufacturing sector in India. Provided inputs for making manufacturing more competitive in India.				
5.	Provided inputs for amending standards for paints proposed by the Bureau of Indian Standards				
6.	Recommendation given on the SEBI's consultation paper on various amendments to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Strengthening corporate governance, strengthening compliance, reviews of disclosure requirements for material events or information, Related Party Transanctions- Industrial Standard Forms.				

Principle 8 : Businesses should promote inclusive growth and equitable Development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year: Not Applicable

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format: Not Applicable

3. Describe the mechanisms to receive and redress grievances of the community.

   The Company works closely with the community in the identified areas of contribution in the thrust areas for carrying out the Corporate Social Responsibility initiatives. Within the area of work, the employees of the Company work with the communities to understand the impact of the projects on the intended beneficiaries. These interactions provide the people with ample opportunities to gauge and address community concerns. Based on these interactions, the Company have not encountered any specific grievances from the community at present.

Business Responsibility and Sustainability Report (Contd.)

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2024-25	FY 2023-24
Directly sourced from MSMEs/small producers	28.1%	28.3%
Directly from within India	88.2%	81.1%

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent/on contract basis) in the following locations, as % of total wage cost:

Location	FY 2024-25	FY 2023-24
Rural	20.5%	23.0%
Semi-urban	6.4%	6.0%
Urban	20.1%	20.0%
Metropolitan	53.0%	51.0%

Notes:

1. Places categorised as per RBI Classification System - rural/semi-urban/urban/metropolitan.
2. Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator.

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above): Not Applicable

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sr. No.	State	Aspirational District	Amount spent (In ₹ crores)
1.	Gujarat	Narmada	0.9

3. **a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups? (Yes/No)**

   The Company prefers suppliers from local community for sourcing of input material, barring speciality chemicals which are procured from buyers who may not be available in local vicinity.

   b) From which marginalized/vulnerable groups do you procure?

   Refer point 4 of principle 8 above.

   c) What percentage of total procurement (by value) does it constitute?

   Refer point 4 of principle 8 above.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

Sr. No.	Intellectual Property based on traditional knowledge	Owned/Acquired (Yes/No)	Benefit shared (Yes/No)	Basis of calculating benefit share
-	-	-	-	-

The Company owns various Intellectual Property based on traditional knowledge. However, no benefit is derived or shared with any party.

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved: - Not Available

6. Details of beneficiaries of CSR Projects:

Sr. No.	CSR Projects	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1.	Health & Hygiene	2,80,000+	46
2.	Enhancing Vocationals Skills	9,50,000+	Beautiful Home Academies work on imparting skill education and enhancing productivity of the people in paint application/plumbing/carpenter training etc.

Principle 9 : Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

   The Company treats customer complaints with utmost importance and believes that it needs to be agile, transparent, and solution-oriented to resolve them efficiently and satisfactorily. The Company ensures to keep the customer informed throughout the entire process of complaint resolution and focus on resolving retail customer complaints within five working days, which includes calling the customer within four hours, connecting with the customer within two days, and providing the final resolution to the customer. These timelines are relevant to our décor category's customer/applicator/trade expectations. The Company also maintains multiple points of communication with the customer, that is through SMS/Email/WhatsApp, to keep the customer informed of all actions taken on the complaint. Below is the link where all channels of communication are given: https://www.asianpaints.com/contact-us.html.

2. Turnover of products and/or services as a percentage of turnover from all products/services that carry information about:

	As a % to total turnover
Environmental and social parameters relevant to the product	100
Safe and responsible usage	100
Recycling and/or safe disposal	100

3. Number of consumer complaints in respect of the following:

Particulars	FY 2024-25			FY 2023-24		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	NIL					
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Other	29,022	1,636	Refer note 1&2	24,502	2,062	Refer note 1&2

Notes :

1. The customer complaints pending at the close of the year, *inter alia*, are on account of (i) re-opening/non-closure of complaints to the satisfaction of the customers (ii) pending customer acknowledgment for closure (iii) resolution in progress and (iv) complaints registered during last week of March 2025.
2. Number of complaints reported above represent agreed complaints.

Business Responsibility and Sustainability Report (Contd.)

4. Details of instances of product recalls on account of safety issues:

Particulars	Number	Reasons for recall
Voluntary recalls	NIL	
Forced recalls		

5. Does the entity have a framework/policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a weblink of the policy.

   Yes, the Company has a policy on cyber security and risk related to data privacy, which is available on the Company's website at https://www.asianpaints.com/CodesandPolicies.html

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.: Not Applicable

7. Provide the following information relating to data breaches:

   a. **Number of instances of data breaches:** Nil

   b. **Percentage of data breaches involving personally identifiable information of customers**: Nil

   c. **Impact, if any, of the data breaches:** Not applicable

Note: Reasonable assurance has been carried out by Deloitte Haskins & Sells LLP on the above indicator

Leadership Indicators

1. Channels/platforms where information on products and services of the entity can be accessed - (provide weblink, if available).

   The platforms used for the information are the Company's website, Integrated Annual Report, social media platforms and media advertisement/publications. Information relating to all the products and services provided by the Company are available on the Company's website at https://www.asianpaints.com.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

   The Company publishes artwork and shade card for all the products detailing relevant content which also includes instructions for safe usage to be referred while using our products. The same is also available on the Company's website. Further, in meets with the painters and contractors, they are made aware about safe usage of products.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services. - Not Applicable

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity, or the entity as a whole? (Yes/No.)

   Yes, the Company ensures that all the information as required to be displayed on the product labels as per the applicable rules and regulations are properly displayed. Further, product information is available in the Product Information Sheet that is shared with the dealers of the Company and on the website of the Company.

   The Company regards customer delight as the final testimony to its success in the market and it carries out annual customer experience surveys for all its products and services and measures customer satisfaction with the Net Promoter Score ("NPS"). The NPS method measures the percentage of customers who would promote the products and services to other customers and covers most of the customer interaction points, including retail experiences, project sites, bath fittings, safe painting services etc. The Company has Customer Centricity department which carries out regular consumer survey/consumer satisfaction trends analysis regularly.

Independent Auditor's Report

To The Members of Asian Paints Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying Standalone Financial Statements of Asian Paints Limited (the "Company"), which comprise the Balance Sheet as at 31st March 2025 and the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Standalone Financial Statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31st March 2025 and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the Standalone Financial Statements in accordance with the Standards on Auditing ("SA"s) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the *Auditor's Responsibility for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Standalone Financial Statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the Standalone Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Standalone Financial Statements of the current period. These matters were addressed in the context of our audit of the Standalone Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor's Response
Revenue recognition (Refer note 1.4(e) and 22A of the Standalone Financial Statements)	
Revenue is one of the key profit drivers and is therefore susceptible to misstatement. Cut-off is the key assertion insofar as revenue recognition is concerned, since an inappropriate cut-off can result in material misstatement of results for the year.	Our audit procedures with regard to revenue recognition included testing controls, automated and manual, around dispatches / deliveries, inventory reconciliations and circularization of receivable balances, testing of cut-offs and performing analytical review procedures.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Board's report and Business responsibility report, but does not include the Consolidated Financial Statements, Standalone Financial Statements and our auditor's report thereon.
- Our opinion on the Standalone Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the Standalone Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Standalone Financial Statements, or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Standalone Financial Statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Standalone Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Standalone Financial Statements, management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the Standalone Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Standalone Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also :

- Identify and assess the risks of material misstatement of the Standalone Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to Standalone Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Standalone Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Standalone Financial Statements, including the disclosures, and whether the Standalone Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the Standalone Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Standalone Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of

Independent Auditor's Report (Contd.)

any identified misstatements in the Standalone Financial Statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Standalone Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit we report that :

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

   c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account.

   d) In our opinion, the aforesaid Standalone Financial Statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors as on 31st March 2025 taken on record by the Board of Directors, none of the directors is disqualified as on 31st March 2025 from being appointed as a director in terms of Section 164(2) of the Act.

   f) With respect to the adequacy of the internal financial controls with reference to Standalone Financial Statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to Standalone Financial Statements.

   g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.

   h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us :

      i) The Company has disclosed the impact of pending litigations on its financial position in its Standalone Financial Statements.

      ii) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

      iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

      iv) (a) The Management has represented that, to the best of its knowledge and belief, as disclosed in the notes to the Standalone Financial Statements, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

      (b) The Management has represented, that, to the best of its knowledge and belief, as disclosed in the notes to the Standalone Financial Statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

      (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

      v) The final dividend proposed in the previous year, declared and paid by the Company during the year is in accordance with section 123 of the Act, as applicable.

      The interim dividend declared and paid by the Company during the year and until the date of this report is in compliance with section 123 of the Act.

      As stated in note 12(b) to the Standalone Financial Statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. Such dividend proposed is in accordance with section 123 of the Act, as applicable.

      vi) Based on our examination, which included test checks, the Company has used accounting software systems for maintaining its books of account for the financial year ended 31st March 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with, and the audit trail has been preserved by the Company as per the statutory requirements for record retention.

2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
Firm's Registration No.: 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. 046930
UDIN : 25046930BMODQW4057

Place : Mumbai
Date : 8th May 2025

Annexure "A" to The Independent Auditor's Report

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Report on the Internal Financial Controls with reference to Standalone Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the "Act")

We have audited the internal financial controls with reference to Standalone Financial Statements of Asian Paints Limited ("the Company") as at 31st March 2025 in conjunction with our audit of the Standalone Ind AS Financial Statements of the Company for the year ended on that date.

Management's and Board of Directors' Responsibility for Internal Financial Controls

The Company's management and Board of Directors is responsible for establishing and maintaining internal financial controls with reference to Standalone Financial Statements based on the internal control with reference to Standalone Financial Statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to Standalone Financial Statements of the Company based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to Standalone Financial Statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Standalone Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Standalone Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Standalone Financial Statements included obtaining an understanding of internal financial controls with reference to Standalone Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to Standalone Financial Statements.

Meaning of Internal Financial Controls with reference to Standalone Financial Statements

A Company's internal financial control with reference to Standalone Financial Statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial control with reference to Standalone Financial Statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to Standalone Financial Statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to Standalone Financial Statements to future periods are subject to the risk that the internal financial control with reference to Standalone Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to Standalone Financial Statements and such internal financial controls with reference to Standalone Financial Statements were operating effectively as at 31st March 2025, based on the criteria for internal financial control with reference to Standalone Financial Statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
Firm's Registration No.: 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. 046930
UDIN : 25046930BMODQW4057

Place : Mumbai
Date : 8th May 2025

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Annexure "B" to The Independent Auditor's Report

(Referred to in paragraph 2 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that :

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment, Capital work-in-progress, and relevant details of Right-of-Use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Company has a program of verification to cover all the items of Property, Plant and Equipment in a phased manner over a period of 3 years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the program, certain Property, Plant and Equipment and Capital work-in-progress were physically verified by the management during the year. According to the information and explanations given to us, no material discrepancies were noticed on such verification.

(c) Based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds, of all the immovable properties (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) disclosed in the Financial Statements included in Property, Plant and Equipment and Capital work-in progress are held in the name of the Company as at the balance sheet date.

(d) The Company has not revalued its Property, Plant and Equipment (including Right-of-Use assets) and intangible assets during the year.

(e) No proceedings have been initiated or are pending against the Company as at 31st March 2025 for holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.

(ii) (a) The inventories, except goods-in-transit and stocks lying with third parties, have been physically verified by the management during the year. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the management is appropriate having regard to the size of the Company and the nature of its operations. For stocks held with third parties at the year-end, written confirmations have been obtained. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories.

(b) According to the information and explanations given to us, at any point of time of the year, the Company has not been sanctioned any working capital facility from banks or financial institutions on the basis of security of current assets, and hence reporting under clause 3(ii)(b) of the Order is not applicable.

(iii) The Company has not provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties during the year, and hence sub-clauses (iii) (a), (c), (d), (e), (f) under clause (iii) of the Order are not applicable.
(b) The investments made, during the year are, *prima facie*, not prejudicial to the Company's interest.

(iv) The Company has complied with the provisions of Sections 185 and 186 of the Companies Act, 2013 in respect of grant of loans, making investments and providing guarantees and securities, as applicable.

(v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.

(vi) We have broadly reviewed the cost records maintained by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended prescribed by the Central Government under sub-section (1) of Section 148 of the Companies Act, 2013, and are of the opinion that, *prima facie*, the prescribed cost records have been made and maintained.

(vii) (a) Undisputed statutory dues, including Goods and Service tax, Provident Fund, Employees' State Insurance, Income-tax, Sales Tax, duty of Customs, duty of Excise, Value Added Tax, Cess and other material statutory dues applicable to the Company have been regularly deposited by it with the appropriate authorities in all cases during the year.

There were no undisputed amounts payable in respect of Goods and Services tax, Provident Fund, Employees' State Insurance, Income Tax, Sales Tax, Service Tax, Customs Duty, Excise Duty, Value Added Tax, Cess and other material statutory dues in arrears as at 31st March 2025, for a period of more than six months from the date they became payable.

(b) Details of statutory dues referred to in sub clause (a) above which have not been deposited as on 31st March 2025 on account of disputes are given below :

Name of Statute	Nature of Dues	Forum where dispute is pending	Period to which the Amount Relates	Amount involved (₹ in Cores)	Amount Unpaid (₹ in Crores)
Income Tax	IT Matters under dispute	CIT (A)/ITAT	A.Y. 2021-22	17.40	16.04
		Assessing Officer	A.Y. 2018-19	9.51	-
		Assessing Officer	A.Y. 2017-18	8.72	-
		Assessing Officer	A.Y. 2016-17	7.38	-
		Assessing Officer	A.Y. 2015-16	5.08	-
		Assessing Officer	A.Y. 2014-15	9.29	-
		Assessing Officer	A.Y. 2013-14	2.30	-
		Assessing Officer	A.Y. 2012-13	2.72	-
		Assessing Officer	A.Y. 2006-07	0.82	-
		High Court	A.Y. 2007-08	0.09	0.09
		Assessing Officer	A.Y. 2009-10	0.11	0.11
		Assessing officer	A.Y. 2010-11	0.13	0.13
		CIT (A)	A.Y. 2011-12	0.40	0.32
		Assessing Officer	A.Y. 2020-21	7.22	-
		CIT (A)	A.Y. 2022-23	47.33	37.78
			Total	**118.50**	**54.47**
Sales tax	Assessment dues	Assessing Authority	F.Y. 1997-98, F.Y. 2002-03, F.Y. 2004-05 to F.Y. 2017-18	21.27	20.27
		First Appellate level	F.Y. 1997-98, F.Y. 2000-01 to F.Y. 2008-09, F.Y. 2010-11 to F.Y. 2017-18	105.61	98.96
		Second Appellate level	F.Y. 1998-99, F.Y. 2000-01 to F.Y. 2003-04, F.Y. 2013-14	0.59	0.27
		Tribunal	F.Y. 1991-92, F.Y. 1993-94, F.Y. 1996-97 to F.Y. 1999-00, F.Y. 2001-02 to F.Y. 2002-03, F.Y. 2005-06 to F.Y. 2008-09, F.Y. 2010-11 to F.Y. 2011-12, F.Y. 2013-14 to F.Y. 2017-18	8.88	6.59
		High court	F.Y. 2000-01 to F.Y. 2005-06, F.Y. 2007-08 to F.Y. 2010-11, F.Y. 2012-13 to F.Y. 2017-18	5.83	4.69
			Total	**142.18**	**130.78**
Central Excise Act, 1944 Finance Act, 1994 and Customs Act 1962	Assessment dues	First Appellate	F.Y. 1986-87, F.Y. 1996-97, F.Y. 2012-13, F.Y. 2016-17,	4.60	0.75
		Tribunal	F.Y. 2005-06 to F.Y. 2016-17	11.10	9.19
			Total	**15.70**	**9.94**

Annexure "B" to The Independent Auditor's Report (Contd.)

Name of Statute	Nature of Dues	Forum where dispute is pending	Period to which the Amount Relates	Amount involved (₹ in Cores)	Amount Unpaid (₹ in Crores)
Goods and Service Tax Act, 2017	Assessment dues	First Appellate	F.Y. 2017-18 to F.Y. 2024-25	68.46	63.48
		Second Appellate	F.Y. 2017-18 to F.Y. 2018-19	1.77	1.68
		Tribunal	F.Y. 2018-19 and F.Y. 2024-25	0.02	-
			Total	**70.25**	**65.16**
Employee Provident Fund Act	PF contribution	High Court	F.Y. 2006-07 to F.Y. 2007-08, F.Y. 2017-18	0.46	0.46
		Commission	F.Y. 2017-18	1.18	0.47
Minimum Wages Act	Wage Payments	High Court	F.Y. 2002-03	2.73	2.59
Municipal Corporation Act	Property tax	Municipal Corporation	F.Y. 2013-14	0.34	-
	Octroi	Municipal Corporation	F.Y. 2012-13 to F.Y. 2013-14	0.68	-
Employee State Insurance Act	ESI Contributions	High Court	F.Y. 2005-06	0.01	0.01
		Ministry of Labour & Employment	F.Y. 2018-19 to F.Y. 2021-22	0.35	0.32
The Building and Construction Workers (Regulation of Employment and Conditions of Service), Act 1996	Labour Cess on Plant & Machinery	Joint commissioner of Labour	F.Y. 2018-19	8.73	8.23
			Total	**14.48**	**12.08**
			Grand Total	**361.11**	**272.43**

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.

(ix) (a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) The Company has not taken any term loan during the year and there are no unutilised term loans at the beginning of the year and hence, reporting under clause (ix)(c) of the Order is not applicable.

(d) On an overall examination of the Financial Statements of the Company, funds raised on short-term basis have, *prima facie*, not been utilised during the year for long-term purposes by the Company.

(e) The Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries or associates during the year and hence, reporting under clause (ix)(e) of the Order is not applicable.

(f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries or associate companies.

(x) (a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.

(b) The Company has not made any preferential allotment or private placement of shares or convertible debenture (fully or partly or optionally) during the year and hence reporting under clause (x)(b) of the Order is not applicable to Company.

(xi) (a) To the best of our knowledge, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

(b) A report under sub-section (12) of Section 143 of the Act has been filed by us in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government. However, this has not been considered for our reporting in clause (a) above on the basis of materiality.

(c) We have taken into consideration, the whistle blower complaints received by the Company during the year (and up to the date of this report) and provided to us, when performing our audit.

(xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.

(xiii) In our opinion, the Company is in compliance with Sections 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the Financial Statements as required by the applicable Accounting Standards.

(xiv) (a) In our opinion, the Company has an adequate internal audit system commensurate with the size and the nature of its business.

(b) We have considered, the internal audit reports issued to the Company during the year and covering the period up to 31st March 2025.

(xv) In our opinion, during the year, the Company has not entered into any non-cash transactions with any of its directors or persons connected with such directors and hence provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.

(xvi) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a), (b), (c) and (d) of the Order are not applicable.

(xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors of the Company during the year.

(xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the financial statements and our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there is no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-section (6) of Section 135 of the said Act. Accordingly, reporting under clause (xx) of the Order is not applicable for the year.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
Firm's Registration No.: 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. 046930
UDIN: 25046930BMODQW4057

Place : Mumbai
Date : 8th May 2025

Balance Sheet

as at 31st March 2025

(₹ in Crores)

Particulars	Notes	As at 31.03.2025	As at 31.03.2024
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2A	6,285.40	3,830.36
Right-of-Use Asset	2B	1,512.22	1,530.72
Capital work-in-progress	3	386.15	2,561.17
Goodwill	4A	47.27	47.27
Other Intangible Assets	4B	85.78	85.62
Investments in Subsidiaries and Associates	5	2,058.53	1,562.43
Financial Assets			
Investments	5	871.31	800.03
Trade Receivables	10	7.35	-
Other Financial Assets	6	854.39	622.03
Income Tax Assets (Net)	7	184.28	165.56
Other Non-Current Assets	8	72.49	116.27
		12,365.17	**11,321.46**
Current Assets			
Inventories	9	5,848.23	5,155.59
Financial Assets			
Investments	5	3,113.67	3,108.50
Trade Receivables	10	3,197.55	3,699.84
Cash and Cash Equivalents	11A	176.19	326.34
Other Balances with Banks	11B	26.09	23.84
Other Financial Assets	6	1,265.27	1,770.53
Other Current Assets	8	660.94	629.54
		14,287.94	**14,714.18**
TOTAL ASSETS		**26,653.11**	**26,035.64**
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	12	95.92	95.92
Other Equity	13	18,887.56	18,192.74
		18,983.48	**18,288.66**
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	14	37.25	35.58
Lease Liabilities	15	900.80	893.87
Other Financial Liabilities	16	41.47	28.80
Provisions	17	191.13	165.83
Deferred Tax Liabilities (Net)	18C	237.22	187.68
Other Non-current Liabilities	19	45.56	34.47
		1,453.43	**1,346.23**
Current Liabilities			
Financial Liabilities			
Borrowings	14	2.15	117.27
Lease Liabilities	15	258.62	233.51
Trade Payables			
Total Outstanding dues of Micro Enterprises and Small Enterprises	20	180.13	201.14
Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises	20	2,943.56	3,054.00
Other Financial Liabilities	16	2,304.86	2,248.63
Other Current liabilities	19	380.33	426.76
Provisions	17	51.26	43.09
Income Tax Liabilities (Net)	21	95.29	76.35
		6,216.20	**6,400.75**
TOTAL EQUITY AND LIABILITIES		**26,653.11**	**26,035.64**
Material accounting policies and key accounting estimates and judgements	1		
See accompanying notes to the Standalone Financial Statements	2-43		

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

Statement of Profit and Loss

for the year ended 31st March 2025

(₹ in Crores)

Particulars	Notes	Year 2024-25	Year 2023-24
REVENUE FROM OPERATIONS			
Revenue from Sale of Products	22A	29,270.69	30,988.16
Revenue from Sale of Services	22A	150.42	105.67
Other Operating Revenue	22A	131.54	133.15
Other Income	23	770.15	821.92
Total Income (I)		**30,322.80**	**32,048.90**
EXPENSES			
Cost of Materials Consumed	24A	13,238.32	13,450.17
Purchases of Stock-in-Trade	24B	3,733.99	3,654.08
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	24C	(180.47)	367.64
Employee Benefits Expense	25	2,013.58	1,816.19
Other Expenses	26	5,194.95	4,895.08
Total Expenses (II)		**24,000.37**	**24,183.16**
EARNING BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION (EBITDA) (I-II)		**6,322.43**	**7,865.74**
Finance Costs	27	143.77	124.09
Depreciation and Amortisation Expense	28	901.85	742.93
PROFIT BEFORE EXCEPTIONAL ITEMS AND TAX		**5,276.81**	**6,998.72**
Exceptional Items	40	379.63	-
PROFIT BEFORE TAX		**4,897.18**	**6,998.72**
Tax Expense	18		
Current Tax		1,317.96	1,730.03
(Excess) tax provision for earlier years		(11.26)	(51.72)
Deferred Tax		5.60	5.40
Total tax expense		**1,312.30**	**1,683.71**
PROFIT AFTER TAX		**3,584.88**	**5,315.01**
OTHER COMPREHENSIVE INCOME (OCI)			
A. Items that will not be reclassified to Profit or Loss			
(i) (a) Remeasurement of the defined benefit plans		0.47	7.91
(b) Income tax (expense) on remeasurement of defined benefit plans		(0.12)	(2.03)
(ii) (a) Net fair value gain on investments in equity instruments through OCI		273.30	7.77
(b) Income tax (expense) on net fair value gain on investments in equity instruments through OCI		(42.86)	(0.55)
B. Items that will be reclassified to Profit or Loss			
(a) Net fair value gain on investments in debt instruments through OCI		3.67	16.20
(b) Income tax (expense) on net fair value gain on investments in debt instruments through OCI		(0.96)	(1.85)
Total Other Comprehensive Income (A+B)		**233.50**	**27.45**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**3,818.38**	**5,342.46**
Earnings per equity share (Face value of ₹ 1 each)	31		
Basic (in ₹)		**37.39**	**55.43**
Diluted (in ₹)		**37.39**	**55.42**
Material accounting policies and key accounting estimates and judgements	1		
See accompanying notes to the Standalone Financial Statements	2-43		

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

Statement of Changes In Equity

for the year ended 31st March 2025

A) Equity Share Capital

(₹ in Crores)

Particulars	As at 31.03.2025	As at 31.03.2024
Balance at the beginning of the reporting year (Refer note 12(a))	**95.92**	**95.92**
Changes in Equity Share capital due to prior period errors	-	-
Restated balance at the beginning of the current reporting period (Refer note 12(a))	**95.92**	**95.92**
Changes in Equity Share capital during the year	-	-
Balance at the end of the reporting year	**95.92**	**95.92**

B) Other Equity

(₹ in Crores)

Particulars	Capital Reserve	Capital Redemption Reserve	Reserves and Surplus: General Reserve	Reserves and Surplus: Retained Earnings	Reserves and Surplus: Remeasurement of defined benefit plans	Reserves and Surplus: Share based payment reserve	Reserves and Surplus: Treasury shares	Reserves and Surplus: Trust reserve	Items of Other Comprehensive Income (OCI): Debt instruments through OCI	Items of Other Comprehensive Income (OCI): Equity instruments through OCI	Total
Balance as at 1st April 2023	**44.38**	**0.50**	**4,166.74**	**11,166.17**	**(29.25)**	**26.77**	**(110.89)**	**0.37**	**(3.05)**	**227.90**	**15,489.64**
Changes on account of amalgamation (Refer note 36(A))	(34.29)	-	1.18	(96.70)	0.07	-	-	-	-	-	(129.74)
Restated balance as at 1st April 2023 (A)	**10.09**	**0.50**	**4,167.92**	**11,069.47**	**(29.18)**	**26.77**	**(110.89)**	**0.37**	**(3.05)**	**227.90**	**15,359.90**
Additions during the year :											
Profit for the year	-	-	-	5,315.01	-	-	-	-	-	-	5,315.01
Items of OCI for the year, net of tax											
Remeasurement of the defined benefit plans	-	-	-	-	5.88	-	-	-	-	-	5.88
Net fair value gain on investments in equity instruments through OCI	-	-	-	-	-	-	-	-	-	7.22	7.22
Net fair value gain on investments in debt instruments through OCI	-	-	-	-	-	-	-	-	14.35	-	14.35
Total Comprehensive Income for the year 2023-24 (B)	**-**	**-**	**-**	**5,315.01**	**5.88**	**-**	**-**	**-**	**14.35**	**7.22**	**5,342.46**
Reductions during the year :											
Dividends (Refer note 12(b))	-	-	-	(2,532.38)	-	-	-	-	-	-	(2,532.38)
Share based payment expense	-	-	-	-	-	21.84	-	-	-	-	21.84
Net Income of ESOP Trust for the year	-	-	-	-	-	-	-	0.22	-	-	0.22
ESOP exercised during the year	-	-	-	(0.03)	-	(0.35)	0.70	0.38	-	-	0.70
Total (C)	**-**	**-**	**-**	**(2,532.41)**	**-**	**21.49**	**0.70**	**0.60**	**-**	**-**	**(2,509.62)**
Balance as at 31st March 2024 (D) = (A+B+C)	**10.09**	**0.50**	**4,167.92**	**13,852.07**	**(23.30)**	**48.26**	**(110.19)**	**0.97**	**11.30**	**235.12**	**18,192.74**
Additions during the year :											
Profit for the year	-	-	-	3,584.88	-	-	-	-	-	-	3,584.88
Items of OCI for the year, net of tax											
Remeasurement of the defined benefit plans	-	-	-	-	0.35	-	-	-	-	-	0.35
Net fair value gain on investments in equity instruments through OCI	-	-	-	-	-	-	-	-	-	230.44	230.44
Net fair value gain on investments in debt instruments through OCI	-	-	-	-	-	-	-	-	2.71	-	2.71
Total Comprehensive Income for the year 2024-25 (E)	**-**	**-**	**-**	**3,584.88**	**0.35**	**-**	**-**	**-**	**2.71**	**230.44**	**3,818.38**
Reductions during the year :											
Dividends (Refer note 12(b))	-	-	-	(3,107.91)	-	-	-	-	-	-	(3,107.91)
Share based payment expense	-	-	-	-	-	21.25	-	-	-	-	21.25
Net Income of ESOP Trust for the year	-	-	-	-	-	-	1.11	-	-	-	1.11
Purchase of Treasury shares by ESOP trust during the year	-	-	-	-	-	-	(50.08)	-	-	-	(50.08)
ESOP exercised during the year	-	-	-	(0.80)	-	(12.67)	25.54	-	-	-	12.07
Total (F)	**-**	**-**	**-**	**(3,108.71)**	**-**	**8.58**	**(24.54)**	**1.11**	**-**	**-**	**(3,123.56)**
Balance as at 31st March 2025 (D+E+F)	**10.09**	**0.50**	**4,167.92**	**14,328.24**	**(22.95)**	**56.84**	**(134.73)**	**2.08**	**14.01**	**465.56**	**18,887.56**

See accompanying notes to the Standalone Financial Statements (Refer note 2-43)

Material accounting policies and key accounting estimates and judgements (Refer note 1)

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No : 046930
Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854
Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

Statement of Cash Flows

for the year ended 31st March 2025

(₹ in Crores)

Particulars	Year 2024-25	Year 2023-24
(A) CASH FLOW FROM OPERATING ACTIVITIES		
Profit before tax	**4,897.18**	**6,998.72**
Adjustments for :		
Depreciation and amortisation expense	901.85	742.93
Interest income	(155.32)	(136.34)
Dividend income	(146.24)	(142.76)
Finance costs	143.77	124.09
Allowance for expected credit lossess on receivables (trade and others) and advances (net)	244.30	84.67
Bad debts written off (net)	1.78	1.23
Deferred income arising from government grant	(4.69)	(5.29)
Net unrealised foreign exchange (gain)/loss	(9.96)	7.59
Net gain on disposal of property, plant and equipment and other intangible assets	(2.91)	(2.00)
Net gain on modification/ termination of leases	(1.90)	(4.00)
Net gain arising on financial assets measured at fair value through profit or loss (FVTPL)	(174.07)	(222.29)
Share based payment expenses (net)	18.23	19.37
Net fair valuation loss/(gain) on derivatives	164.52	(49.25)
Impairment loss on non-current investments - subsidiaries	201.84	-
Reversal for expected credit loss on government grants	(1.78)	(10.90)
Operating Profit before working capital changes	**6,076.60**	**7,405.77**
Adjustments for :		
Decrease/(Increase) in trade receivables	259.27	(266.99)
Decrease in financial assets	2.97	20.60
(Increase)/Decrease in inventories	(692.64)	263.73
(Increase) in other assets	(8.68)	(204.73)
(Decrease)/Increase in trade payables	(318.24)	272.05
Increase/(Decrease) in other financial liabilities	149.68	(27.92)
Increase in other liabilities and provisions	3.28	26.70
Cash generated from Operating activities	**5,472.24**	**7,489.21**
Income Tax paid (net of refund)	(1,306.48)	(1,731.81)
Net Cash generated from Operating activities	**4,165.76**	**5,757.40**
(B) CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment and other intangible assets	(1,048.25)	(1,986.45)
Sale of property, plant and equipment	8.16	4.65
Payment for acquiring right-of-use assets	(18.92)	(203.05)
Investment in subsidiary and associate companies	(697.94)	(262.77)
Payment of earnout	-	(37.71)
Purchase of non-current investments - others	(0.50)	(211.86)
Sale of non-current investments	-	0.50
Purchase of term deposits	(877.96)	(1,435.99)
Proceeds from maturity of term deposits	1,150.98	1,327.69
Sale of current investments (net)	384.42	272.02
Interest received	127.70	106.36
Dividend received from subsidiary and associate companies	119.20	136.82
Dividend received from others	20.64	20.16
Net Cash used in Investing activities	**(832.47)**	**(2,269.63)**

Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

(₹ in Crores)

Particulars	Year 2024-25	Year 2023-24
(C) CASH FLOW FROM FINANCING ACTIVITIES		
Repayment of long term borrowings	(17.86)	-
(Repayment)/Proceeds from short term borrowings	(39.00)	39.00
Acceptances (net)	194.74	(83.65)
Repayment of principal portion of lease liabilities	(267.05)	(251.48)
Finance costs (including interest on lease liabilities) paid	(141.68)	(120.03)
(Purchase) of treasury shares by ESOP Trust/ Proceeds from ESOP Trust (net)	(36.92)	0.91
Dividend paid	(3,107.91)	(2,532.38)
Net Cash used in Financing activities	**(3,415.68)**	**(2,947.63)**
(D) NET (DECREASE)/ INCREASE IN CASH AND CASH EQUIVALENTS [A+B+C]	(82.39)	540.14
Add : Cash and cash equivalents as at 1st April	3,157.65	2,617.51
Cash and cash equivalents as at 31st March	**3,075.26**	**3,157.65**

Notes :

(a) The above Standalone Statement of Cash Flows has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS 7) - Statement of Cash Flows.

(₹ in Crores)

Particulars	As at 31.03.2025	As at 31.03.2024
(b) Cash and Cash Equivalents comprise of :		
Cash on hand	-	0.01
Balances with Banks :		
- Current Accounts	43.73	113.51
- Cash Credit Accounts	5.95	1.11
- Deposits with original maturity of less than 3 months	82.02	124.15
Cheques, draft on hand	44.49	87.56
Cash and cash equivalents (Refer note 11A)	**176.19**	**326.34**
Add : Investments in Liquid Mutual Funds (Refer note 5(II)(B)(a))	2,899.26	2,891.72
Less : Loan repayable on demand - Overdraft Account	(0.19)	(60.41)
Cash and cash equivalents in Standalone Statement of Cash Flows	**3,075.26**	**3,157.65**

Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

(c) Changes in liabilities arising from financing activities

(₹ in Crores)

Particulars	As at 01.04.2024	Cash Flows	Other changes in cash and cash equivalents	Non-cash changes: Net additions	Non-cash changes: Fair value changes	Non-cash changes: Current/ Non-current classification	As at 31.03.2025
Borrowings (Refer note 14)	152.85	(56.86)	(60.22)	-	3.63	-	39.40
Lease Liabilities (Refer note 15)	1,127.38	(267.05)	-	299.09	-	-	1,159.42
Other Liabilities (Refer note 19)	39.17	-	-	-	(4.69)	-	34.48

(₹ in Crores)

Particulars	As at 01.04.2023	Cash Flows	Other changes in cash and cash equivalents	Non-cash changes: Net additions	Non-cash changes: Fair value changes	Non-cash changes: Current/ Non-current classification	As at 31.03.2024
Borrowings (Refer note 14)	138.32	39.00	(28.55)	-	4.08	-	152.85
Lease Liabilities (Refer note 15)	852.28	(251.48)	-	526.58	-	-	1,127.38
Other Liabilities (Refer note 19)	44.46	-	-	-	(5.29)	-	39.17

Material accounting policies and key accounting estimates and judgements (Refer note 1)

See accompanying notes to the Standalone Financial Statements (Refer note 2-43)

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No.: 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN:L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

Notes to the Standalone Financial Statements

for the year ended 31st March 2025

Company Background

Asian Paints Limited (the 'Company') is a public limited Company domiciled and incorporated in India under the Indian Companies Act, 1913. The registered office of the Company is located at 6A & 6B, Shantinagar, Santacruz East, Mumbai, India.

The Company is engaged in the business of manufacturing, selling and distribution of paints, coatings, products related to home décor, bath fittings, kitchen, wardrobe and providing related services.

1. Material Accounting Policies and Key accounting estimates and judgements

Material Accounting Policies:

1.1. Basis of preparation of Financial Statements

These Financial Statements are the separate Financial Statements of the Company (also called **Standalone Financial Statements**) prepared in accordance with Indian Accounting Standards ('Ind AS') notified under section 133 of the Companies Act 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended).

These Financial Statements have been prepared and presented under the historical cost convention, on the accrual basis of accounting except for certain financial assets and financial liabilities that are measured at fair values at the end of each reporting period, as stated in the accounting policies set out below. The accounting policies have been applied consistently over all the periods presented in these Financial Statements.

The Financial Statements are presented in Indian Rupees (which is also the functional currency of the Company) and is rounded off to the nearest crores except otherwise indicated. Amounts less than ₹ 50,000 have been presented as "#".

1.2. Current / Non- Current Classification

Any asset or liability is classified as current if it satisfies any of the following conditions:

i. the asset/liability is expected to be realized/ settled in the Company's normal operating cycle;

ii. the asset is intended for sale or consumption;

iii. the asset/liability is held primarily for the purpose of trading;

iv. the asset/liability is expected to be realized/ settled within twelve months after the reporting period;

v. the asset is cash or cash equivalent unless it is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date;

vi. in the case of a liability, the Company does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

All other assets and liabilities are classified as non-current.

For the purpose of current/non-current classification of assets and liabilities, the Company has ascertained its normal operating cycle as twelve months. This is based on the nature of services and the time between the acquisition of assets or inventories for processing and their realization in cash and cash equivalents.

1.3. Summary of Material accounting policies

a) Business combinations

Business combinations are accounted for using the acquisition method under the provisions of Ind AS 103, Business Combinations. At the acquisition date, identifiable assets acquired and liabilities assumed are measured at fair value except deferred tax asset or liability and any liability or asset relating to employee benefit arrangements arising from a business combination are measured and recognised in accordance with the requirements of Ind AS 12, Income Taxes and Ind AS 19, Employee Benefits, respectively. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition date fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable. The consideration transferred is measured at fair value at the acquisition date and includes the fair value of any contingent consideration. Contingent consideration (earn out) is remeasured at fair value at each reporting date and changes in the fair value of the contingent consideration are recognised in the Statement of Profit and Loss.

Where the consideration transferred exceeds the fair value of the net identifiable assets acquired and liabilities assumed, the excess is recorded as goodwill. Alternatively, in case of a bargain purchase wherein the consideration transferred is lower than the fair value of the net identifiable assets acquired and liabilities assumed, the Company after assessing fair value of all identified assets and liabilities, record the difference as a gain in other comprehensive income and accumulate the gain in equity as capital reserve. The transaction costs, other than costs relating to the issue of equity or debt securities in connection with a business combination are expensed as incurred.

In case of business combinations involving entities under common control, the above policy does not apply. Business combinations involving entities under common control are accounted for using the pooling of interests method. The net assets of the transferor entity or business are accounted at their carrying amounts on the date of the acquisition subject to necessary adjustments required to harmonise accounting policies. Any excess or shortfall of the consideration paid over the share capital of transferor entity or business is recognised as capital reserve under equity.

b) Property, plant and equipment

Measurement at recognition:

An item of property, plant and equipment (PPE) that qualifies as an asset is measured on initial recognition at cost. Following initial recognition, items of PPE are carried at their cost less accumulated depreciation and accumulated impairment losses, if any. Item of PPE which reflects significant cost and has different useful life from the remaining part of PPE is recognised as a separate component.

The cost of an item of PPE comprises of its purchase price net of discounts, if any including import duties and other non-refundable taxes or levies and directly attributable cost of bringing the asset to its working condition for its intended use and the initial estimate of decommissioning, restoration and similar liabilities, if any. Cost includes cost of replacing a part of a plant and equipment if the recognition criteria are met. Expenses like plans, designs, and drawings of buildings or plant and machinery, borrowing cost on qualifying assets, directly attributable to new manufacturing facility during its construction period are capitalized under the relevant head of PPE if the recognition criteria are met.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced.

Items such as spare parts, stand-by equipment and servicing equipment that meet the definition of PPE are capitalized at cost and depreciated over their useful life. Costs in nature of repairs and maintenance are recognised in the Statement of Profit and Loss as and when incurred.

The Company had elected to consider the carrying value of all its PPE appearing in the Financial Statements and used the same as deemed cost in the opening Ind AS Balance sheet prepared on 1st April 2015.

Capital work in progress and Capital advances:

Cost of assets not ready for intended use, as on the balance sheet date, is shown as capital work in progress. Advances given towards acquisition of fixed assets outstanding at each balance sheet date are disclosed as Other Non-Current Assets.

Depreciation:

Depreciation on each part of an item / component of PPE is provided on pro-rata basis using the Straight-Line Method based on the expected useful life of the asset and is charged to the Statement of Profit and Loss as per the requirement of Schedule II of the Companies Act, 2013. The estimated useful life has been assessed based on technical evaluation, taking into account the nature of the asset and the estimated usage basis management's best judgement of economic benefits from those classes of assets.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

The estimated useful life of items of PPE is mentioned below:

	Years
Factory Buildings	30
Buildings (other than factory buildings)	60
Plant and Equipment (including continuous process plants)*	10-20
Scientific research equipment*	4-20
Furniture and Fixtures	8
Office Equipment	5
Vehicles*	5
Information Technology Hardware*	4

Freehold land is not depreciated. Leasehold improvements are amortised over the period of the lease.

*The useful life assessed by the Management is different than those indicated in Schedule II of the Companies Act, 2013.

The useful lives, residual values of each part of an item of PPE and the depreciation methods are reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate.

Derecognition:

The carrying amount of an item of PPE is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of PPE is measured as the difference between the net disposal proceeds and the carrying amount of the item and is recognised in the Statement of Profit and Loss when the item is derecognised.

c) Goodwill and Other Intangible assets

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Intangible assets acquired separately are measured on initial recognition at cost. Intangible assets arising on acquisition of business are measured at fair value as at date of acquisition. Internally generated intangibles including research cost are expensed in the Statement of Profit and Loss as incurred. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment loss, if any.

The Company had elected to consider the carrying value of all its intangible assets appearing in the Financial Statements and used the same as deemed cost in the opening Ind AS Balance sheet prepared on 1st April 2015.

Amortisation:

Intangible Assets with finite lives are amortised on a Straight Line basis over the estimated useful economic life. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Profit and Loss. The estimated useful life of intangible assets is mentioned below:

	Years
Purchase cost, user license fees and consultancy fees for Computer Software (including those used for scientific research)	4
Acquired Trademark	5

The amortisation period and the amortisation method for an intangible asset with finite useful life is reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate.

Goodwill and certain trademark acquired separately have indefinite useful life and are not subjected to amortisation. These are tested for impairment annually and whenever there is an indication that the asset may be impaired.

Derecognition:

The carrying amount of an intangible asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the Derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the intangible asset and is recognised in the Statement of Profit and Loss when the asset is derecognised.

d) Impairment

Assessment for impairment is done at each Balance Sheet date as to whether there is any indication that a non-financial asset may be impaired. Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment annually and whenever there is an indication that the asset may be impaired. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Company's cash generating units (CGUs) that are expected to benefit from the combination.

Assets that are subject to depreciation and amortisation and assets representing investments in subsidiary and associate companies are reviewed for impairment, whenever events or changes in circumstances indicate that carrying amount may not be recoverable. Such circumstances include, though are not limited to, significant or sustained decline in revenues or earnings and material adverse changes in the economic environment.

An impairment loss is recognised whenever the carrying amount of an asset or its CGU exceeds its recoverable amount. The recoverable amount of an asset is the greater of its fair value less cost to sell and value in use. To calculate value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market rates and the risk specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs. Fair value less cost to sell is the best estimate of the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the cost of disposal.

Impairment losses, if any, are recognised in the Statement of Profit and Loss and included in depreciation and amortisation expense. Impairment losses, on assets other than goodwill are reversed in the Statement of Profit and Loss only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had previously been recognised.

e) Revenue

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Company is expected to be entitled to in exchange for those goods or services. It is measured at transaction price (net of variable consideration on account of various discounts and schemes offered by the Company as part of the contract) allocated to that performance obligation. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognised only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

Sale of products:

Revenue from sale of products is recognised when the control on the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e., when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Rendering of services:

Revenue from services is recognised over time by measuring progress towards satisfaction of performance obligation for the services rendered. The Company uses output method for measurement of revenue from décor services / painting and related services and royalty income as it is based on milestone reached or units delivered. Input method is used for measurement of revenue from processing and other service as it is directly linked to the expense incurred by the Company.

Advance from customers is recognised under other liabilities and released to revenue on satisfaction of performance obligation.

f) Government grants and subsidies

Recognition and Measurement:

The Company recognise grant as income when there is a reasonable assurance that the Company will comply with all necessary conditions attached to them and the grant will be received in accordance with Ind AS 20, Accounting for government grants and disclosure of government assistance. The Company is entitled to certain non-refundable subsidies from government in respect of manufacturing units located in specified regions which are measured at amounts receivable from the government.

The Company has received refundable government loans at below-market rate of

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

interest which are accounted in accordance with the recognition and measurement principles of Ind AS 109, Financial Instruments. The benefit of below- market rate of interest is measured as the difference between the initial carrying value of loan determined in accordance with Ind AS 109 and the proceeds received.

Income from such benefits is recognised on a systematic basis over the period in which the related costs that are intended to be compensated by such grants are recognised.

Presentation:

Income from the above grants and subsidies are presented under Revenue from Operations.

g) Inventory

Raw materials, work-in-progress, finished goods, packing materials, stores, spares, components, consumables and stock-in-trade are carried at the lower of cost and net realizable value. However, materials and other items held for use in production of inventories are not written down below cost if the finished goods in which they will be incorporated are expected to be sold at or above cost. Net realizable value is the estimated selling price in the ordinary course of business less estimated cost of completion and estimated costs necessary to make the sale.

Cost of inventory is determined on weighted average basis. Cost of inventory comprises all costs of purchase, non-refundable duties and taxes, cost of conversion including an appropriate share of fixed and variable production overheads and all other costs incurred in bringing the inventory to their present location and condition.

The Company considers factors like estimated shelf life, product discontinuances and ageing of inventory in determining the provision for slow moving, obsolete and other non-saleable inventory and adjusts the inventory provisions to reflect the recoverable value of inventory.

h) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement:

All financial assets are recognised initially at fair value, plus in the case of financial assets not recorded at fair value through profit or loss (FVTPL), transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Where the fair value of a financial asset at initial recognition is different from its transaction price, the difference between the fair value and the transaction price is recognised as a gain or loss in the Statement of Profit and Loss at initial recognition if the fair value is determined through a quoted market price in an active market for an identical asset (i.e. level 1 input) or through a valuation technique that uses data from observable markets (i.e. level 2 input).

In case the fair value is not determined using a level 1 or level 2 input as mentioned above, the difference between the fair value and transaction price is deferred appropriately and recognised as a gain or loss in the Statement of Profit and Loss only to the extent that such gain or loss arises due to a change in factor that market participants take into account when pricing the financial asset.

Subsequent measurement:

For subsequent measurement, the Company classifies a financial asset in accordance with the below criteria:

i. The Company's business model for managing the financial asset and

ii. The contractual cash flow characteristics of the financial asset.

Based on the above criteria, the Company classifies its financial assets into the following categories:

i. Financial assets measured at amortised cost

A financial asset is measured at the amortised cost if both the following conditions are met:

a. The Company's business model objective for managing the financial asset is to hold financial assets in order to collect contractual cash flows, and

b. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

This category applies to cash and bank balances, trade receivables, loans and other financial assets of the Company (Refer note 29 for further details). Such financial assets are subsequently measured at amortised cost using the effective interest method. The effect of the amortisation under effective interest method is recognised as interest income over the relevant period of the financial asset under other income in the Statement of Profit and Loss. The amortised cost of a financial asset is also adjusted for loss allowance, if any.

ii. Financial assets measured at fair value through other comprehensive income (FVTOCI)

A financial asset is measured at FVTOCI if both of the following conditions are met:

i. The Company's business model objective for managing the financial asset is achieved both by collecting contractual cash flows and selling the financial assets, and

ii. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

This category applies to certain investments in debt instruments (Refer note 29 for further details). Such financial assets are subsequently measured at fair value at each reporting date. Fair value changes are recognised in the Other Comprehensive Income (OCI). However, the Company recognise interest income and impairment losses and its reversals in the Statement of Profit and Loss.

On derecognition of such financial assets, cumulative gain or loss previously recognised in OCI is reclassified from equity to Statement of Profit and Loss.

Further, the Company, through an irrevocable election at initial recognition, has measured certain investments in equity instruments at FVTOCI (Refer note 29 for further details). The Company has made such election on an instrument by instrument basis. These equity instruments are neither held for trading nor are contingent consideration recognised under a business combination. Pursuant to such irrevocable election, subsequent changes in the fair value of such equity instruments are recognised in OCI. However, the Company recognise dividend income from such instruments in the Statement of Profit and Loss when the right to receive payment is established, it is probable that the economic benefits will flow to the Company and the amount can be measured reliably.

On derecognition of such financial assets, cumulative gain or loss previously recognised in OCI is not reclassified from the equity to Statement of Profit and Loss. However, the Company may transfer such cumulative gain or loss into retained earnings within equity.

iii. Financial assets measured at fair value through profit or loss (FVTPL)

A financial asset is measured at FVTPL unless it is measured at amortised cost or at FVTOCI as explained above. This is a residual category applied to all other investments of the Company excluding investments in subsidiary and associate companies (Refer note 29 for further details). Such financial assets are subsequently measured at fair value at each reporting date. Fair value changes are recognised in the Statement of Profit and Loss.

Derecognition:

i. A financial asset is derecognised when the right to receive cash flows from the assets has expired, or has been transferred, and the Company has transferred substantially all of the risks and rewards of ownership.

In cases where Company has neither transferred nor retained substantially all of the risks and rewards of the financial asset, but retains control of the financial asset, the Company continues to recognize such financial asset to the extent of its continuing involvement in the financial asset. In that case, the Company also recognise an associated liability. The financial asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

On derecognition of a financial asset, (except as mentioned in (ii) above for financial assets measured at FVTOCI), the difference between the carrying amount and the consideration received is recognised in the Statement of Profit and Loss.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Impairment of financial assets:

The Company applies expected credit losses (ECL) model for measurement and recognition of loss allowance on the following:

i. Trade receivables
ii. Financial assets measured at amortised cost (other than trade receivables)
iii. Financial assets measured at fair value through other comprehensive income (FVTOCI)

In case of trade receivables, the Company follows a simplified approach wherein an amount equal to lifetime ECL is measured and recognised as loss allowance.

In case of other assets (listed as (ii) and (iii) above), the Company determines if there has been a significant increase in credit risk of the financial asset since initial recognition. If the credit risk of such assets has not increased significantly, an amount equal to 12-month ECL is measured and recognised as loss allowance. However, if credit risk has increased significantly, an amount equal to lifetime ECL is measured and recognised as loss allowance.

Subsequently, if the credit quality of the financial asset improves such that there is no longer a significant increase in credit risk since initial recognition, the Company reverts to recognizing impairment loss allowance based on 12 month ECL.

ECL are measured in a manner that they reflect unbiased and probability weighted amounts determined by a range of outcomes, taking into account the time value of money and other reasonable information available as a result of past events, current conditions and forecasts of future economic conditions. As a practical expedient, the Company uses a provision matrix to measure lifetime ECL on its portfolio of trade receivables. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. At each reporting date, the historically observed default rates and changes in the forward-looking estimates are updated.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/ expense in the Statement of Profit and Loss.

Financial Liabilities

Initial recognition and measurement:

The Company recognise a financial liability in its balance sheet when it becomes party to the contractual provisions of the instrument. All financial liabilities are recognised initially at fair value minus, in the case of financial liabilities not recorded at fair value through profit or loss (FVTPL), transaction costs that are attributable to the acquisition of the financial liability.

Where the fair value of a financial liability at initial recognition is different from its transaction price, the difference between the fair value and the transaction price is recognised as a gain or loss in the Statement of Profit and Loss at initial recognition if the fair value is determined through a quoted market price in an active market for an identical asset (i.e. level 1 input) or through a valuation technique that uses data from observable markets (i.e. level 2 input).

In case the fair value is not determined using a level 1 or level 2 input as mentioned above, the difference between the fair value and transaction price is deferred appropriately and recognised as a gain or loss in the Statement of Profit and Loss only to the extent that such gain or loss arises due to a change in factor that market participants take into account when pricing the financial liability.

Subsequent measurement:

All financial liabilities of the Company are subsequently measured at amortised cost using the effective interest method (Refer note 29 for further details). The cumulative amortisation using the effective interest method of the difference between the initial recognition amount and the maturity amount is added to the initial recognition value (net of principal repayments, if any) of the financial liability over the relevant period of the financial liability to arrive at the amortised cost at each reporting date. The corresponding effect of the amortisation under effective interest method is recognised as interest expense under finance cost in the Statement of Profit and Loss.

Derecognition:

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference between the carrying amount of the financial liability derecognised and the consideration paid is recognised in the Statement of Profit and Loss.

Offsetting of financial assets and financial liabilities:

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet wherever there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

i) Derivative financial instruments

The Company enters into derivative financial contracts in the nature of forward currency contracts with external parties to hedge its foreign currency risks relating to foreign currency denominated financial liabilities measured at amortised cost.

The Company formally establishes a hedge relationship between such forward currency contracts ('hedging instrument') and recognised financial liabilities ('hedged item') through a formal documentation at the inception of the hedge relationship in line with the Company's risk management objective and strategy.

The hedge relationship so designated is accounted for in accordance with the accounting principles prescribed for a fair value hedge under Ind AS 109, Financial Instruments.

Recognition and measurement of fair value hedge:

Hedging instrument is initially recognised at fair value on the date on which a derivative contract is entered into and is subsequently measured at fair value at each reporting date. Gain or loss arising from changes in the fair value of hedging instrument is recognised in the Statement of Profit and Loss. Hedging instrument is recognised as a financial asset in the balance sheet if its fair value as at reporting date is positive as compared to carrying value and as a financial liability if its fair value as at reporting date is negative as compared to carrying value.

Hedged item (recognised financial liability) is initially recognised at fair value on the date of entering into contractual obligation and is subsequently measured at amortised cost. The hedging gain or loss on the hedged item is adjusted to the carrying value of the hedged item as per the effective interest method and the corresponding effect is recognised in the Statement of Profit and Loss.

Derecognition:

On Derecognition of the hedged item, the unamortised fair value of the hedging instrument adjusted to the hedged item, is recognised in the Statement of Profit and Loss.

The Company also enters into forward and option contracts to purchase an additional stake in equity capital in some of its investments in subsidiary and associate companies. Such derivatives are recognised in its Balance Sheet when the Company becomes party to contractual provisions of the instrument. These derivatives are initially recognised at fair value when the contract is entered. Derivative contracts are remeasured at fair value at the end of each reporting period and changes are recognised in Statement of Profit and Loss.

j) Fair Value

The Company measures financial instruments at fair value in accordance with the accounting policies mentioned above. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorized within the fair value hierarchy that categorizes into three levels, described as follows, the inputs to valuation techniques used to measure value. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 inputs) and the lowest priority to unobservable inputs (Level 3 inputs).

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Level 1 - quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3 - inputs that are unobservable for the asset or liability.

For assets and liabilities that are recognised in the Financial Statements at fair value on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization at the end of each reporting period and discloses the same.

k) Investment in subsidiary and associate Companies

The Company has elected to recognize its investments in subsidiary and associate companies at cost in accordance with the option available in Ind AS 27, 'Separate Financial Statements'. Cost includes cash consideration paid on initial recognition, adjusted for embedded derivative and estimated contingent consideration (earn out), if any. The details of such investments are given in Note 5. Impairment policy applicable on such investments is explained in note 1.3(e) above.

Contingent consideration (earn out) is remeasured at fair value at each reporting date and changes in the fair value of the contingent consideration are recognised in the Statement of Profit and Loss.

l) Foreign Currency Translation

Initial Recognition:

On initial recognition, transactions in foreign currencies entered into by the Company are recorded in the functional currency (i.e. Indian Rupees), by applying to the foreign currency amount, the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Measurement of foreign currency items at reporting date:

Foreign currency monetary items of the Company are translated at the closing exchange rates. Nonmonetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency, are translated using the exchange rates at the date when the fair value is measured.

Exchange differences arising out of foreign exchange translations and settlements during the year are recognised in the Statement of Profit and Loss.

m) Income Taxes

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax.

Current tax:

Current tax is the amount of income taxes payable in respect of taxable profit for a period. Taxable profit differs from 'profit before tax' as reported in the Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible under the Income Tax Act, 1961.

Current tax is measured using tax rates that have been enacted by the end of reporting period for the amounts expected to be recovered from or paid to the taxation authorities.

Deferred tax:

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the Financial Statements and the corresponding tax bases used in the computation of taxable profit under Income tax Act, 1961.

Deferred tax assets and liabilities are generally recognised for all deductible and taxable temporary differences respectively. However, in case of temporary differences that arise from initial recognition of assets or liabilities in a transaction (other than business combination) that affect neither the taxable profit nor the accounting profit or does not give rise to equal taxable and deductible temporary differences, deferred tax assets or liabilities are not recognised. Also, for temporary differences if any that may arise from initial recognition of goodwill, deferred tax liabilities are not recognised.

Deferred tax assets are recognised to the extent it is probable that taxable profits will be available against which those deductible temporary difference can be utilized.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the benefits of part or all of such deferred tax assets to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that have been enacted or substantively enacted by the balance sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

Uncertain tax positions:

The management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Company reflects the effect of uncertainty for each uncertain tax treatment by using one of two methods, the expected value method (the sum of the probability - weighted amounts in a range of possible outcomes) or the most likely amount (single most likely amount method in a range of possible outcomes), depending on which is expected to better predict the resolution of the uncertainty. The Company applies consistent judgements and estimates if an uncertain tax treatment affects both the current and the deferred tax.

Presentation of current and deferred tax:

Current and deferred tax are recognised as income or an expense in the Statement of Profit and Loss, except when they relate to items that are recognised in Other Comprehensive Income, in which case, the current and deferred tax income/expense are recognised in Other Comprehensive Income.

The Company offsets tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

n) Provisions and Contingencies

The Company recognise provisions when a present obligation (legal or constructive) as a result of a past event exists and it is probable that an outflow of resources will be required and the amount of outflow can be reliably estimated.

If the effect of time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources or the amount of such outflow cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources is remote, no provision or disclosure is made.

o) Measurement of EBITDA

The Company has opted to present earnings before interest (finance cost), tax, depreciation and amortisation (EBITDA) as a separate line item on the face of the Statement of Profit and Loss for the period. The Company measures EBITDA based on profit/(loss) from continuing operations.

p) Cash and Cash Equivalents

Cash and cash equivalents for the purpose of Cash Flow Statement comprise cash and cheques in hand, bank balances, demand deposits with banks where the original maturity is three months or less and other short term highly liquid investments net of bank overdrafts which are repayable on demand as these form an integral part of the Company's cash management.

q) Employee Benefits

Short Term Employee Benefits:

All employee benefits payable wholly within twelve months of rendering the service are classified as short term employee benefits and they are recognised in the period the employee renders the related service. Post-Employment Benefits:

I. Defined contribution plans:

Defined contribution plans are employee state insurance scheme and Government administered pension fund scheme for all applicable employees and superannuation scheme for eligible employees.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Recognition and measurement of defined contribution plans:

The Company recognise contribution payable to a defined contribution plan as an expense in the Statement of Profit and Loss when the employees render services. If the contributions payable for services received from employees before the reporting date exceeds the contributions already paid, the deficit payable is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the reporting date, the excess is recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

II. Defined benefit plans:

i) Provident fund scheme:

The Company makes specified monthly contributions towards Employee Provident Fund scheme to a separate trust administered by the Company. The minimum interest payable by the trust to the beneficiaries is being notified by the Government every year. The Company has an obligation to make Asian Paints Limited good the shortfall, if any, between the return on investments of the trust and the notified interest rate.

ii) Gratuity scheme:

The Company operates a defined benefit gratuity plan for employees. The Company contributes to a separate entity (a fund), towards meeting the Gratuity obligation.

iii) Pension Scheme:

The Company operates a defined benefit pension plan for certain specified employees and is payable upon the employee satisfying certain conditions, as approved by the Board of Directors.

iv) Post-Retirement Medical benefit plan:

The Company operates a defined post-retirement medical benefit plan for certain specified employees and is payable upon the employee satisfying certain conditions.

Recognition and measurement of defined benefit plans:

The cost of providing defined benefits is determined using the Projected Unit Credit method with actuarial valuations being carried out at each reporting date. The defined benefit obligations recognised in the Balance Sheet represent the present value of the defined benefit obligations as reduced by the fair value of plan assets, if applicable. Any defined benefit asset (negative defined benefit obligations resulting from this calculation) is recognised representing the present value of available refunds and reductions in future contributions to the plan.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognised in the Statement of Profit and Loss. Remeasurements of the net defined benefit liability (asset) comprising actuarial gains and losses and the return on the plan assets (excluding amounts included in net interest on the net defined benefit liability/asset), are recognised in Other Comprehensive Income. Such remeasurements are not reclassified to the Statement of Profit and Loss in the subsequent periods.

The Company presents the above liability/(asset) as current and non-current in the balance sheet as per actuarial valuation by the independent actuary; however, the entire liability towards gratuity is considered as current as the Company will contribute this amount to the gratuity fund within the next twelve months.

Other Long Term Employee Benefits:

Entitlements to annual leave and sick leave are recognised when they accrue to employees. Sick leave can only be availed while annual leave can either be availed or encashed subject to a restriction on the maximum number of accumulation of leave. The Company determines the liability for such accumulated leaves using the Projected Accrued Benefit method with actuarial valuations being carried out at each Balance Sheet date. Expenses related to other long term employee benefits are recognised in the Statement of Profit and Loss (including actuarial gain and loss).

r) Employee Share based Payments:

The Company operates equity settled share-based plan for the employees (Referred to as employee stock option plan (ESOP)). ESOP granted to the employees are measured at fair value of the stock options at the grant date. Such fair value of the equity settled share based payments is expensed on a straight line basis over the vesting period, based on the Company's estimate of equity shares that will eventually vest, with a corresponding increase in equity (employee stock option reserve). At the end of each reporting period, the Company revises its estimate of number of equity shares expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Statement of Profit and Loss such that cumulative expense reflects the revision estimate, with a corresponding adjustments to the employee stock option reserve.

The Company recovers the expenses incurred on behalf of its subsidiary for the stock options granted to the employees of the subsidiaries. The said recovery is netted off from the Employee benefits expense.

s) Treasury shares:

The Company has created an ESOP Trust (Asian Paints Employees Stock Ownership Trust) which acts as a vehicle to execute its ESOP plan. The ESOP trust is considered as an extension of the Company and the shares held by the ESOP trust are treated as Treasury shares. The ESOP Trust purchases Company's share from secondary market for issuance to the employees on exercise of the granted stock options. These shares are recognised at cost and is disclosed separately as reduction from Other Equity as treasury shares. No gain or loss in is recognised the Statement of Profit and Loss on purchase, sale, issuance, or cancellation of treasury shares.

t) Lease accounting

Assets taken on lease:

The Company mainly has lease arrangements for land and building for offices, warehouse spaces and retail stores and vehicles.

The Company assesses whether a contract is or contains a lease, at inception of a contract in accordance with Ind AS 116. The assessment involves the exercise of judgement about whether (i) the contract involves the use of an identified asset, (ii) the Company has substantially all the economic benefits from the use of the asset through the period of the lease, and (iii) the Company has the right to direct the use of the asset.

The Company recognises a right-of-use asset ("ROU") and a corresponding lease liability at the lease commencement date. The ROU asset is initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The ROU asset is depreciated using the straight-line method from the commencement date to the earlier of, the end of the useful life of the ROU asset or the end of the lease term or useful life of the underlying asset if the Company expects to exercise a purchase option in the lease. The estimated useful lives of ROU assets are determined on the same basis as those of property and equipment. In addition, the right-of use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, generally discounted using an incremental borrowing rate specific to the Company, term and currency of the contract.

Lease payments included in the measurement of the lease liability include fixed payments, variable lease payments that depend on an index or a rate known at the commencement date; and extension option payments or purchase options payment which the Company is reasonably certain to exercise.

Variable lease payments that do not depend on an index or rate are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "other expenses" in the statement of profit or loss. After the commencement date, the amount of lease liabilities is increased to

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

reflect the accretion of interest and reduced for the lease payments made and remeasured (with a corresponding adjustment to the related ROU asset) when there is a change in future lease payments in case of renegotiation, changes of an index or rate or in case of reassessment of options.

Short-term leases and leases of low-value assets

The Company has elected not to recognize ROU assets and lease liabilities for short term leases as well as low value assets and recognise the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

u) Borrowing Cost

Borrowing cost includes interest, amortisation of ancillary costs incurred in connection with the arrangement of borrowings and exchange differences arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost. Borrowing costs, if any, directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized, if any. All other borrowing costs are expensed in the period in which they occur.

v) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM) of the Company. The CODM is responsible for allocating resources and assessing performance of the operating segments of the Company.

w) Events after reporting date

Where events occurring after the balance sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the Financial Statements. Otherwise, events after the balance sheet date of material size or nature are only disclosed.

x) Earnings Per Share (EPS)

Basic earnings per share is calculated by dividing the net profit attributable to the equity shareholders of the Company with the weighted average number of equity shares outstanding during the financial year, adjusted for treasury shares.

Diluted Earnings per share is calculated by dividing net profit attributable to the equity shareholders of the Company with the weighted average number of shares outstanding during the financial year, adjusted for effects of diluting potential equity shares towards ESOP plan.

y) Exceptional items:

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Company is treated as an exceptional item in the Statement of Profit and Loss account.

1.4. Key accounting estimates and judgements

The preparation of the Company's Financial Statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities effected in future periods.

Critical accounting estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below:

a) Income taxes

The Company's tax jurisdiction is India. Significant judgements are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid/recovered for uncertain tax positions (Refer note 18).

b) Business combinations and intangible assets

Business combinations are accounted for using IND AS 103, Business Combinations. IND AS 103 requires the identifiable intangible assets and contingent consideration to be fair valued in order to ascertain the net fair value of identifiable assets, liabilities and contingent liabilities of the acquiree. Significant estimates are required to be made in determining the value of contingent consideration and intangible assets. These valuations are conducted by independent valuation experts.

c) Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Company. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Company's assets are determined by the management at the time the asset is acquired and reviewed periodically, including at each financial year end. The lives are based on historical experience with similar assets as well as anticipation of future events, the usage of the asset, expected physical wear and tear, the operating conditions of the asset, anticipated technological changes or a change in market demand of the product or service output of the asset, manufacturers warranties and maintenance support, etc.

d) Impairment of Goodwill

Goodwill is tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount of cash generating units is determined based on higher of value-in-use and fair value less cost to sell. The goodwill impairment test is performed at the level of the cash-generating unit or groups of cash generating units which are benefitting from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

e) Defined Benefit Obligation

The costs of providing pensions and other post-employment benefits are charged to the Statement of Profit and Loss in accordance with IND AS 19 'Employee benefits' over the period during which benefit is derived from the employees' services. The costs are assessed on the basis of assumptions selected by the management. These assumptions include salary escalation rate, discount rates, expected rate of return on assets and mortality rates. The same is disclosed in Note 34,'Employee benefits'.

f) Share-based payment transactions

The fair value of employee stock options is measured using the Black-Scholes model. Measurement inputs include share price on grant date, exercise price of the instrument, expected volatility (based on weighted average historical volatility), expected life of the instrument (based on expected exercise behaviour), expected dividends, and the risk free interest rate (based on government bonds). Details regarding the determination of the fair value of equity-settled share-based transactions are set out in note 34(3).

g) Fair value measurement of financial instruments

When the fair values of financials assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques, including the discounted cash flow model, which involve various judgements and assumptions.

h) Right-of-use assets and lease liability

The Company has exercised judgement in determining the lease term as the non-cancellable term of the lease, together with the impact of options to extend or terminate the lease if it is reasonably certain to be exercised.

Where the rate implicit in the lease is not readily available, an incremental borrowing rate is applied. This incremental borrowing rate reflects the rate of interest that the lessee would have to pay to borrow over a similar term, with a similar security, the funds necessary to obtain an asset of a similar nature and value to the right-of- use asset in a similar economic environment. Determination of the incremental borrowing rate requires estimation.

Note 2A : Property, Plant and Equipment

(₹ in Crores)

	Gross carrying value				Depreciation/Amortisation				Net carrying value
	As at 01.04.2024	Additions during the year	Deductions / Adjustments	As at 31.03.2025	As at 01.04.2024	Additions during the year	Deductions / Adjustments	As at 31.03.2025	As at 31.03.2025
Land^	356.81	14.94	-	371.75	-	-	-	-	371.75
Buildings	1,523.35	653.11	13.53	2,162.93	387.72	59.83	12.85	434.70	1,728.23
Plant and Equipment	4,806.56	2,127.40	16.05	6,917.91	2,670.76	444.91	13.31	3,102.36	3,815.55
Scientific Research :									
Buildings	71.28	-	-	71.28	20.51	2.74	-	23.25	48.03
Equipment	80.13	2.94	-	83.07	60.36	5.45	-	65.81	17.26
Leasehold Improvements	0.31	-	-	0.31	0.15	0.03	-	0.18	0.13
Furniture and Fixtures	145.67	33.77	5.72	173.72	74.70	16.50	4.17	87.03	86.69
Vehicles	3.06	0.20	-	3.26	2.90	0.16	-	3.06	0.20
Office Equipment	103.23	39.23	6.69	135.77	73.22	12.40	6.45	79.17	56.60
Leasehold Improvements	9.75	79.39	-	89.14	9.17	1.84	-	11.01	78.13
Information Technology Hardware	208.30	73.07	11.93	269.44	178.60	19.93	11.92	186.61	82.83
Total	**7,308.45**	**3,024.05**	**53.92**	**10,278.58**	**3,478.09**	**563.79**	**48.70**	**3,993.18**	**6,285.40**

(₹ in Crores)

	Gross carrying value				Depreciation/Amortisation				Net carrying value
	As at 01.04.2023	Additions during the year	Deductions / Adjustments	As at 31.03.2024	As at 01.04.2023	Additions during the year	Deductions / Adjustments	As at 31.03.2024	As at 31.03.2024
Land^	356.13	0.68	-	356.81	-	-	-	-	356.81
Buildings	1,424.90	98.50	0.05	1,523.35	338.38	49.35	0.01	387.72	1,135.63
Plant and Equipment	4,243.22	577.53	14.19	4,806.56	2,345.93	336.47	11.64	2,670.76	2,135.80
Scientific Research :									
Buildings	71.28	-	-	71.28	17.78	2.73	-	20.51	50.77
Equipment	75.35	4.42	(0.36)	80.13	54.29	5.95	(0.12)	60.36	19.77
Leasehold Improvements	0.31	-	-	0.31	0.11	0.04	-	0.15	0.16
Furniture and Fixtures	120.79	27.28	2.40	145.67	63.15	13.71	2.16	74.70	70.97
Vehicles	3.07	-	0.01	3.06	2.58	0.33	0.01	2.90	0.16
Office Equipment	89.09	16.13	1.99	103.23	63.43	11.75	1.96	73.22	30.01
Leasehold Improvements	9.56	0.27	0.08	9.75	9.13	0.12	0.08	9.17	0.58
Information Technology Hardware	195.79	14.12	1.61	208.30	167.74	12.41	1.55	178.60	29.70
Total	**6,589.49**	**738.93**	**19.97**	**7,308.45**	**3,062.52**	**432.86**	**17.29**	**3,478.09**	**3,830.36**

Title deeds of all immovable properties are in the name of the Company. The amount of contractual commitments for the acquisition of property, plant and equipment is disclosed in Note 32 (b).

^Includes leasehold land of ₹ 4.56 crores in a Company which is not amortised as Company has an option to convert it into freehold on payment of a nominal amount

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Note 2B : Right-of-Use Assets

(₹ in Crores)

Movement in net carrying amount	Year 2024-25					Year 2023-24				
	Leasehold Land	Building	Vehicles	Plant and Equipment	Total	Leasehold Land	Building	Vehicles	Plant and Equipment	Total
Balance as at 1st April	468.16	1,061.77	0.69	0.10	1,530.72	285.77	803.26	0.71	0.13	1,089.87
Additions	-	340.92	0.16	-	341.08	186.87	588.49	0.35	-	775.71
Depreciation	5.97	312.38	0.32	0.03	318.70	4.48	287.94	0.34	0.03	292.79
Deletions/ Adjustments	19.68	21.16	0.04	-	40.88	-	42.04	0.03	-	42.07
Balance as at 31st March	**442.51**	**1,069.15**	**0.49**	**0.07**	**1,512.22**	**468.16**	**1,061.77**	**0.69**	**0.10**	**1,530.72**

All lease agreements are duly executed in favour of the Company.

For additions and movement in lease liabilities Refer note 15.

Note 3: Capital Work-In-Progress

Capital Work-In- Progress (CWIP) ageing schedule

(₹ in Crores)

CWIP	Amount in CWIP for a period of				As at 31.03.2025
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	243.01	72.84	33.65	36.65	386.15
Projects temporarily suspended	-	-	-	-	-

(₹ in Crores)

CWIP	Amount in CWIP for a period of				As at 31.03.2024
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	1,886.12	557.49	112.27	5.29	2,561.17
Projects temporarily suspended	-	-	-	-	-

CWIP assets where completion is overdue and/or cost has exceeded its original plan

There were no CWIP assets where completion was overdue against original planned timelines or where estimated cost exceeds its original value as on 31st March 2025.

(₹ in Crores)

CWIP	To be completed in				As at 31.03.2024
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Ankleshwar Plant Expansion	1,150.43	-	-	-	1,150.43
Bhandup office and warehouse	108.77	-	-	-	108.77
Wada Plant	50.73	-	-	-	50.73
Asian Paints Headquarter Project	188.65	-	-	-	188.65

Note 4 : Intangible Assets (Acquired Separately)

(₹ in Crores)

	Gross carrying value				Amortisation				Net carrying value
	As at 01.04.2024	Additions during the year	Deductions / Adjustments	As at 31.03.2025	As at 01.04.2024	Additions during the year	Deductions / Adjustments	As at 31.03.2025	As at 31.03.2025
A. GOODWILL									
Goodwill (Refer note (A) below)	47.27	-	-	47.27	-	-	-	-	47.27
Total (A)	**47.27**	**-**	**-**	**47.27**	**-**	**-**	**-**	**-**	**47.27**
B. OTHER INTANGIBLE ASSETS									
Trademark	6.39	-	-	6.39	4.23	1.09	-	5.32	1.07
Computer Software	224.24	23.97	13.57	234.64	186.30	22.63	13.56	195.37	39.27
Brand ^ (Refer note (A) below)	45.28	-	-	45.28	-	-	-	-	45.28
Scientific Research :									-
Computer Software	0.51	-	-	0.51	0.27	0.08	-	0.35	0.16
Total (B)	**276.42**	**23.97**	**13.57**	**286.82**	**190.80**	**23.80**	**13.56**	**201.04**	**85.78**
Total (A+B)	**323.69**	**23.97**	**13.57**	**334.09**	**190.80**	**23.80**	**13.56**	**201.04**	**133.05**

(₹ in Crores)

	Gross carrying value				Amortisation				Net carrying value
	As at 01.04.2023	Additions during the year	Deductions / Adjustments	As at 31.03.2024	As at 01.04.2023	Additions during the year	Deductions / Adjustments	As at 31.03.2024	As at 31.03.2024
A. GOODWILL									
Goodwill (Refer note (A) below)	47.27	-	-	47.27	-	-	-	-	47.27
Total (A)	**47.27**	**-**	**-**	**47.27**	**-**	**-**	**-**	**-**	**47.27**
B. OTHER INTANGIBLE ASSETS									
Trademark	6.39	-	-	6.39	3.14	1.09	-	4.23	2.16
Computer Software	204.25	19.99	-	224.24	167.51	18.79	-	186.30	37.94
Brand ^ (Refer note (A) below)	28.75	16.53	-	45.28	-	-	-	-	45.28
Scientific Research :									
Computer Software	0.51	-	-	0.51	0.18	0.09	-	0.27	0.24
Total (B)	**239.90**	**36.52**	**-**	**276.42**	**170.83**	**19.97**	**-**	**190.80**	**85.62**
Total (A+B)	**287.17**	**36.52**	**-**	**323.69**	**170.83**	**19.97**	**-**	**190.80**	**132.89**

The amount of contractual commitments for the acquisition of intangible assets is disclosed in Note 32(b).

^ Brand comprises of brands acquired pursuant to acquisition of subsidiaries.These have indefinite useful life as the registration of these brands can be renewed indefinitely and management assessed that they will continue to generate future cash flows for Company indefinitely. Accordingly, the same is not amortised and is tested for impairment annually.

Note 4 : Intangible Assets (Acquired Separately) (Contd.)

Note:

(A) Goodwill and Intangible Assets (with indefinite useful life)

Goodwill/Brand is allocated to the following cash generating unit ("CGU") for impairment testing purpose -

(₹ in Crores)

Particulars	As at 31.03.2025	As at 31.03.2024
Goodwill allocated to CGU of Bath Fittings Business	35.36	35.36
Goodwill allocated to CGU of Kitchen and components business (Refer note 36(A))	11.91	11.91
Sleek Brand allocated to CGU of Kitchen and components business (Refer note 36(A))	28.75	28.75
Weatherseal Brand allocated to the CGU of windows and doors business	16.53	16.53

The recoverable amount of all the CGUs for impairment testing are determined as per their value in use, which uses cash flow projections based on financial budgets approved by the Management covering a five to six years period (Previous year - five to seven years). The Company believes this to be the most appropriate timescale for reviewing and considering annual performance before applying a fixed terminal value multiple to the final cash flows.

As at 31st March 2025 and 31st March 2024, the above mentioned goodwill and brands were not impaired.

Key Assumptions used for value in use calculations are as follows :

	As at 31.03.2025	As at 31.03.2024
Compounded average net sales growth rate for five to six year period above time period	15.6% - 42.7%	49.2% - 51.4%
Growth rate used for extrapolation of cash flow projections beyond the projection period	4% - 5%	4% - 5%
Discount rate	13.0% - 19.9%	13.7% - 23.7%

Management believes that any reasonable possible change in any of these assumptions would not cause the carrying amount to exceed its recoverable amount.

Discount rates - Management estimates discount rates using post-tax rates that reflect current market assessment of the risks specific to the CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Company and its operating segments and is derived from its weighted average cost of capital.

Growth rates - The growth rates are based on industry growth forecasts. Management determines the budgeted growth rates based on past performance and its expectations on demand condition. The weighted average growth rates used are consistent with industry reports.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 5 : Investments

		Face value (₹)	As at 31.03.2025		As at 31.03.2024	
			Nos.	₹ in Crores	Nos.	₹ in Crores
I.	**NON-CURRENT INVESTMENTS**					
A.	**Investments in Equity Instruments**					
	(a) Unquoted equity shares					
	(i) Subsidiaries (measured at cost, Refer note 1.3(h))					
	Asian Paints Industrial Coatings Limited	10	3,04,50,000	30.45	3,04,50,000	30.45
	Asian Paints International Private Limited		47,57,75,387	904.38	42,78,75,387	706.44
	Asian Paints (Nepal) Private Limited	NPR 10	32,54,310	0.12	32,54,310	0.12
	Asian Paints PPG Private Limited	10	52,43,961	30.47	52,43,961	30.47
	Weatherseal Fenestration Private Limited	10	10,409	20.69	10,409	20.69
	Less : Impairment loss (Refer note 40)			(12.96)		-
				7.73		**20.69**
	Asian Paints (Polymers) Private Limited	10	80,00,00,000	800.00	30,00,00,000	300.00
	Asian White Cement Holding Limited	AED 10	41,79,000	94.73	41,79,000	94.73
	Harind Chemicals & Pharmaceuticals Private Limited (Refer note 36(B))	10	1,02,000	26.18	1,02,000	26.18
	Obgenix Software Private Limited	10	2,40,600	271.92	2,40,600	271.92
	Less : Impairment loss (Refer note 40)			(188.88)		-
				83.04		**271.92**
				1,977.10		**1,481.00**
	(ii) Associate companies (measured at cost, Refer note 1.3(h))					
	PPG Asian Paints Private Limited	10	2,85,18,112	81.43	2,85,18,112	81.43
				81.43		**81.43**
	Investments in subsidiaries and associate companies (i + ii)			**2,058.53**		**1,562.43**
	(iii) Other equity shares measured at FVTPL					
	Pattancheru Enviro-tech Limited	10	12,900	0.01	12,900	0.01
	Cuddalore SIPCOT Common Utilities Limited	100	2,830	0.03	2,830	0.03
	Narmada Clean Tech Limited	10	4,97,833	0.49	4,97,833	0.49
	SKH Metals Limited	10	62,500	0.50	62,500	0.50
	Amplus RJ Solar Private Limited	10	8,50,000	0.85	8,50,000	0.85
	BEIL Infrastructure Limited	10	5,600	0.01	5,600	0.01
	Paints and Coatings Skill Council	25,000	10	0.03	10	0.03
	Saraswat Co-operative Bank # [₹ 25,000/- (As at 31st March 2024 - ₹ 25,000)]	10	2,500	#	2,500	#
				1.92		**1.92**
	Total Investment in Unquoted equity shares			**2,060.45**		**1,564.35**
	(b) Quoted equity shares measured at FVTOCI					
	Akzo Nobel India Limited	10	20,10,626	723.43	20,10,626	479.47
	HDFC Bank Limited*	1	7,81,200	142.82	7,81,200	113.11
	Apcotex Industries Limited	2	34,180	1.14	34,180	1.50
	Total Investment in Quoted equity shares			**867.39**		**594.08**
	Total Investments in Equity Instruments other than Investments in subsidiaries and associate companies (a(iii) + b)	**A**		**869.31**		**596.00**

Note 5 : Investments (Contd.)

		Face value (₹)	As at 31.03.2025		As at 31.03.2024	
			Nos.	₹ in Crores	Nos.	₹ in Crores
B.	**Investments in Unquoted Government securities measured at amortised cost**	**B**				
	National Savings & Defence Certificates #[₹ 39,500/- (As at 31st March 2024 - ₹ 39,500)]			#		#
C.	**Investments in Debentures or Bonds measured at FVTOCI**					
	(a) Quoted Debentures or Bonds					
	Redeemable and Non-Convertible					
	Zero Coupon Debentures of HDB Financial Services Limited - Series 2022 A/0(ZC)/186_Option 1	10,00,000	-	-	450	50.07
	Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III 29JN26	10,00,000	-	-	600	51.83
	7.11% Bond of Power Finance Corporation Limited - Series 1A	1,000	-	-	51,341	5.27
	7.07% Bond of Indian Railway Finance Corporation Limited - Series 102nd	1,000	-	-	2,26,500	23.30
	Zero Coupon Debentures of LIC Housing Finance Limited - Tranche 416	10,00,000	-	-	450	50.42
	7.14% Bond of National Highway Authority of India - Series IA	1,000	-	-	1,42,849	14.73
	7.11% Bond of National Thermal Power Corporation Limited - Series 1A	1,000	-	-	62,457	6.41
				-		**202.03**
	(b) Unquoted Debentures or Bonds					
	Redeemable and Non-Convertible					
	5.25% Bond of Indian Railway Finance Corporation Limited - Series VII 54EC	10,000	500	0.50	500	0.50
	5.00% Bond of Indian Railway Finance Corporation Limited - Series IV	10,000	-	-	500	0.50
	5.00% Bond of Rural Electrification Corporation Limited - Series XVI 54EC 31AG27	10,000	500	0.50	500	0.50
	5.00% Bond of Rural Electrification Corporation Limited - Series XVI 54EC 31MY27	10,000	500	0.50	500	0.50
	5.25% Bond of Power Finance Corporation Limited - Series VIII	10,000	500	0.50	-	-
				2.00		**2.00**
	Total Investments in Debentures or Bonds (a + b)	**C**		**2.00**		**204.03**
	Total Non-Current Investments (A+B+C)			**871.31**		**800.03**
	Aggregate amount of quoted investments - At cost			41.43		233.93
	Aggregate amount of quoted investments - At market value			867.39		796.11
	Aggregate amount of unquoted investments			2,062.45		1,556.35
	Aggregate amount of impairment in value of investments			201.84		-

* In the previous year, Housing Development Finance Corporation Limited (HDFC Ltd.) merged into HDFC Bank Limited (alloted 42 new equity shares of the face value of ₹ 1 per share, for every 25 equity shares of the face value of ₹ 2 per share fully paid-up held in HDFC Ltd.).

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 5 : Investments (Contd.)

		Face value (₹)	As at 31.03.2025		As at 31.03.2024	
			Nos.	₹ in Crores	Nos.	₹ in Crores
II.	**CURRENT INVESTMENTS**					
A.	**Investments in Debentures or Bonds measured at FVTOCI**					
	(a) Quoted Debentures or Bonds					
	Redeemable and Non-Convertible					
	Zero Coupon Debentures of LIC Housing Finance Limited - Tranche 416	10,00,000	450	54.48	-	-
	Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III 29JN26	10,00,000	600	56.41	-	-
	Zero Coupon Debentures of HDB Financial Services Limited - Series 2022 A/0(ZC)/186_Option 1	10,00,000	450	54.48	-	-
	Zero Coupon Debentures of HDB Financial Services Limited - Series 2021 A/0(ZC)/163	10,00,000	-	-	230	27.09
	Zero Coupon Debentures of HDB Financial Services Limited - Series 2021 A/0(ZC)/171	10,00,000	-	-	250	28.29
	Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III	10,00,000	-	-	250	23.41
	6.30% Debentures of HDB Financial Services Limited - Series 2022 A/1(FX)/177	10,00,000	-	-	750	73.66
	8.25% Debentures of Hero Fincorp Limited - Series HFCLNCD059OPI	10,00,000	-	-	250	24.89
	6.70% Debentures of Tata Capital Limited - Series B	10,00,000	-	-	400	39.44
	7.14% Bond of National Highway Authority of India - Series IA	1,000	1,42,849	14.46	-	-
	7.11% Bond of Power Finance Corporation Limited - Series 1A	1,000	51,341	5.18	-	-
	7.11% Bond of National Thermal Power Corporation Limited - Series 1A	1,000	62,457	6.30	-	-
	7.07% Bond of Indian Railway Finance Corporation Limited - Series 102nd	1,000	2,26,500	22.60	-	-
				213.91		**216.78**
	(b) Unquoted Debentures or Bonds					
	Redeemable and Non-Convertible					
	5.00% Bond of Indian Railway Finance Corporation Limited - Series IV	10,000	500	0.50	-	-
				0.50		**-**
	Total Investments in Debentures or Bonds (a + b)	**A**		**214.41**		**216.78**
B.	**Investments in Quoted Mutual Funds measured at FVTPL**					
	(a) Investments in Liquid Mutual Funds					
	UTI Liquid Fund (Formerly UTI Liquid Cash Plan) - Direct Plan	1,000	6,55,358	278.61	4,23,910	167.78
	Other Mutual Funds			2,620.65		2,723.94
	Total Investments in Mutual Funds - Quoted	**B**		**2,899.26**		**2,891.72**
	Total Current Investments (A+B)			**3,113.67**		**3,108.50**
	Aggregate amount of quoted investments - At cost			2,835.49		2,931.97
	Aggregate amount of quoted investments - At market value			3,113.17		3,108.50
	Aggregate amount of unquoted investments			0.50		-

Note 6 : Other Financial Assets*

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Unsecured & considered good				
Security deposits	71.00	64.54	11.39	12.45
Dividend receivable from subsidiary companies	-	-	6.40	-
Royalty receivable from subsidiary and associate companies	-	-	77.46	106.90
Due from subsidiary companies	-	-	31.89	24.26
Due from associate companies	-	-	3.91	2.62
Subsidy receivable from State Governments (net)^	324.19	275.33	176.46	178.88
Term deposits held as margin money against bank guarantee and other commitments	0.33	0.33	-	-
Term deposits with more than 12 months of original maturity	455.72	243.15	710.60	1,191.58
Interest accrued on investments in debentures or bonds measured at FVTOCI	-	-	20.14	17.53
Quantity discount receivable	-	-	216.58	212.47
Foreign currency forward exchange contract (net)	-	-	-	0.03
Retention monies receivable from Customers	3.15	2.14	0.59	0.18
Derivative asset towards further stake acquisition in subsidiary Company (Refer note 36(B))	-	36.54	4.61	5.02
Other receivables	-	-	5.24	18.61
Subtotal (A)	**854.39**	**622.03**	**1,265.27**	**1,770.53**
Unsecured & considered doubtful				
Royalty receivable from subsidiary and associate companies	-	-	12.67	4.16
Due from subsidiary companies	-	-	5.11	2.83
	-	**-**	**17.78**	**6.99**
Less : Allowance for doubtful debts and advances	-	-	(17.78)	(6.99)
Subtotal (B)	**-**	**-**	**-**	**-**
Total (A+B)	**854.39**	**622.03**	**1,265.27**	**1,770.53**

* Refer note 29(C) for information about credit risk of other financial assets.

^ Current and Non Current portion of subsidy receivable from state governments is net of allowance for expected credit loss amounting to ₹ 6.68 crores (Previous Year - ₹ 5.95 crores) and ₹ 7.11 crores (Previous Year - ₹ 9.62 crores) respectively. The allowance is created to provide for time value of money (Refer note 29(C)2).

Note 7 : Income Tax Assets (Net)

(₹ in Crores)

	Non-Current	
	As at 31.03.2025	As at 31.03.2024
Advance payment of Income Tax (net)	184.28	165.56
Total	**184.28**	**165.56**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 8 : Other Assets

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Capital advances	18.25	48.63	-	-
(b) Advances other than capital advances				
i) Advances/claims recoverable in cash or in kind	48.53	62.89	246.43	293.49
ii) Balances with government authorities	-	2.12	362.04	303.13
iii) Advances to employees	5.71	2.63	14.43	8.62
iv) Duty credit entitlement	-	-	2.96	0.03
	54.24	**67.64**	**625.86**	**605.27**
(c) Other receivables	-	-	31.06	9.25
(d) Contract assets (net)	-	-	4.02	15.02
Total	**72.49**	**116.27**	**660.94**	**629.54**

No advances are due from directors or other officers of the Company or any of them either severally or jointly with any other person.
For details of advances due (if any) from firms or private companies in which any director is a partner, a director or a member, Refer note 37.

Note 9 : Inventories (At Lower of Cost and Net Realisable Value)

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
(a) Raw materials	1,878.19	1,362.06
Raw materials-in-transit	494.63	498.56
	2,372.82	**1,860.62**
(b) Packing materials	68.36	76.62
(c) Work-in-progress	190.23	167.47
(d) Finished goods	2,187.20	2,073.32
(e) Stock-in-trade (acquired for trading)	869.20	807.46
Stock-in-trade (acquired for trading)-in-transit	40.93	58.84
	910.13	**866.30**
(f) Stores, spares and consumables	118.74	111.19
Stores, spares and consumables-in-transit	0.75	0.07
	119.49	**111.26**
Total	**5,848.23**	**5,155.59**

The cost of inventories recognised as an expense during the year is disclosed in Note 24. It includes expense of ₹ 11.31 crores (Previous year reversal ₹ 18.32 crores) towards write down of inventory.

Note 10 : Trade Receivables

(₹ in Crores)

	Non Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Trade receivables - Unsecured				
(a) Considered good	7.35	-	3,294.14	3,699.84
(b) Credit Impaired	-	-	352.34	215.86
	7.35	**-**	**3,646.48**	**3,915.70**
Less : Allowance for expected credit loss (includes credit impaired) (Refer note 29(C)(2))	-	-	(448.93)	(215.86)
Total	**7.35**	**-**	**3,197.55**	**3,699.84**

There are no outstanding trade receivables from any directors or other officers of the Company or any of them either severally or jointly with any other person. For details of trade receivables from firms or private companies in which any director is a partner, a director or a member, subsidiary and associate companies, Refer note 37.

Trade Receivables ageing schedule

(₹ in Crores)

	Unbilled	Not Due	Outstanding for following periods from due date of payment					As at 31.03.2025
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Unsecured								
(a) Undisputed, considered good	4.50	2,589.62	567.21	140.16	-	-	-	3,301.49
(b) Undisputed, considered impaired	-	1.35	3.72	39.23	139.46	65.77	77.24	326.77
(c) Disputed, considered good	-	-	-	-	-	-	-	-
(d) Disputed, considered impaired	-	0.21	0.91	5.35	3.74	2.86	12.50	25.57
	4.50	**2,591.18**	**571.84**	**184.74**	**143.20**	**68.63**	**89.74**	**3,653.83**
Less : Allowance for expected credit loss (includes credit impaired)								(448.93)
Total								**3,204.90**

(₹ in Crores)

	Unbilled	Not Due	Outstanding for following periods from due date of payment					As at 31.03.2024
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Unsecured								
(a) Undisputed, considered good	7.16	3,098.07	503.73	90.88	-	-	-	3,699.84
(b) Undisputed, considered impaired	-	0.65	0.72	29.86	83.35	41.94	39.99	196.51
(c) Disputed, considered good	-	-	-	-	-	-	-	-
(d) Disputed, considered impaired	-	0.39	0.29	0.60	2.19	6.84	9.04	19.35
	7.16	**3,099.11**	**504.74**	**121.34**	**85.54**	**48.78**	**49.03**	**3,915.70**
Less : Allowance for expected credit loss (includes credit impaired)								(215.86)
Total								**3,699.84**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 11 : Cash And Bank Balances

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
(A) Cash and Cash Equivalents		
(i) Balances with Banks		
(a) Current Accounts	43.73	113.51
(b) Cash Credit Accounts^	5.95	1.11
(c) Deposits with original maturity of less than 3 months	82.02	124.15
(ii) Cheques, drafts on hand	44.49	87.56
(iii) Cash on hand	-	0.01
Total	**176.19**	**326.34**
(B) Other Balances with Banks		
(i) Unpaid dividend and sales proceeds of Fractional Bonus Shares account *	26.09	23.84
Total	**26.09**	**23.84**

^The Company has unsecured line of borrowings which carry an interest rate of 9.00% p.a (Previous year - 8.55% p.a). The Company has not used borrowings for purpose other than specified purpose of the borrowing.

* The Company can utilise these balances only towards settlement of unclaimed dividend and fractional bonus shares.

Note 12 : Equity Share Capital

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Authorised		
99,50,00,000 Equity Shares of face value of ₹ 1 each	99.50	99.50
50,000 11% Redeemable Cumulative Preference shares of face value of ₹ 100 each	0.50	0.50
	100.00	**100.00**
Issued, Subscribed and Paid up capital		
95,91,97,790 Equity Shares of face value of ₹ 1 each fully paid	95.92	95.92
	95.92	**95.92**

a) Reconciliation of shares outstanding at the beginning and at the end of the year

Fully paid Equity Shares	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	₹ in Crores	No. of Equity Shares	₹ in Crores
Balance at the beginning of the reporting year	95,91,97,790	95.92	95,91,97,790	95.92
Changes in Equity Share capital due to prior period errors	-	-	-	-
Restated balance at the beginning of the current reporting period	95,91,97,790	95.92	95,91,97,790	95.92
Changes in Equity Share capital during the year	-	-	-	-
Balance at the end of the reporting year	**95,91,97,790**	**95.92**	**95,91,97,790**	**95.92**

Note 12 : Equity Share Capital (Contd.)

b) Terms/rights attached to equity shares

The Company has only one class of shares referred to as equity shares having a face value of ₹ 1 per share. Each holder of equity shares is entitled to one vote per share.

The Company declares and pays dividends in Indian Rupees. Payment of dividend is also made in foreign currency to shareholders outside India. The final dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

(₹ in Crores)

Particulars	Year 2024-25	Year 2023-24
Dividend paid during the year		
Final dividend for the FY 2023-24 [₹ 28.15 (Previous year - ₹ 21.25) per equity share of face value of ₹ 1 each]	2,700.20	2,038.34
Interim dividend for the FY 2024-25 [₹ 4.25 (Previous year - ₹ 5.15) per equity share of face value of ₹ 1 each]	407.71	494.04
	3,107.91	**2,532.38**

Proposed dividend for FY 2024-25 is ₹ 20.55 per equity share of face value of ₹ 1 each amounting to ₹ 1,971.15 crores (Previous year - ₹ 28.15 per equity share of face value of ₹ 1 each), subject to approval at the ensuing Annual General Meeting of the Company and hence is not recognised as a liability. If approved, the total dividend (interim and final dividend) for the financial year 2024-25 will be ₹ 24.80 (Rupees Twenty Four and Paisa Eighty only) per equity share of the face value of ₹ 1 each (₹ 33.30 per equity share of the face value of ₹ 1 each was paid as total dividend for the previous year).

As per the Companies Act 20,13, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts in the event of liquidation of the Company. However no such preferential amounts exist currently. The distribution will be in proportion to the number of equity shares held by the shareholders.

c) Details of Shareholders holding more than 5% equity shares in the Company@

Name of the Shareholders	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	% of Total Shares	No. of Equity Shares	% of Total Shares
Fully paid Equity Shares of face value of ₹ 1 each held by :				
1. Life Insurance Corporation of India	7,94,75,946	8.29%	5,54,54,514	5.78%
2. Sattva Holding and Trading Private Limited	5,47,89,183	5.71%	5,47,89,183	5.71%
3. Smiti Holding and Trading Company Private Limited	5,17,67,638	5.40%	5,17,67,638	5.40%

@ As per the records of the Company, including its register of members.

d) Shares held by promoters as defined in the Companies Act, 2013 at the end of the year

Promoter Name	As at 31.03.2025		As at 31.03.2024		% change during the year
	No. of Equity Shares	% of Total Shares	No. of Equity Shares	% of Total Shares	
Sattva Holding And Trading Private Limited	5,47,89,183	5.71%	5,47,89,183	5.71%	0.00%
Smiti Holding And Trading Company Private Limited	5,17,67,638	5.40%	5,17,67,638	5.40%	0.00%
Geetanjali Trading And Investments Private Limited	4,57,06,140	4.77%	4,57,06,140	4.77%	0.00%
Elcid Investments Limited	2,83,13,860	2.95%	2,83,13,860	2.95%	0.00%
Shubhit Holdings Private Limited (Formely known as Gujarat Organics Pvt Ltd)	2,31,50,730	2.41%	2,31,50,730	2.41%	0.00%
Sudhanava Investments And Trading Company Private Limited	1,90,01,760	1.98%	1,90,01,760	1.98%	0.00%
Rupen Investment & Industries Private Limited	1,88,49,825	1.97%	1,88,49,825	1.97%	0.00%

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 12 : Equity Share Capital (Contd.)

d) Shares held by promoters as defined in the Companies Act, 2013 at the end of the year (Contd.)

Promoter Name	As at 31.03.2025		As at 31.03.2024		% change during the year
	No. of Equity Shares	% of Total Shares	No. of Equity Shares	% of Total Shares	
Satyadharma Investments And Trading Company Private Ltd.	1,83,34,280	1.91%	1,83,34,280	1.91%	0.00%
Castle Investment & Industries Private Limited	1,54,57,470	1.61%	1,54,57,470	1.61%	0.00%
Lyon Investment & Industries Private Limited	1,43,42,060	1.50%	1,43,42,060	1.50%	0.00%
Dipika Amar Vakil	1,27,61,340	1.33%	1,27,61,340	1.33%	0.00%
Jaldhar Investments And Trading Company Private Limited	1,24,28,250	1.30%	1,24,28,250	1.30%	0.00%
Late Abhay Arvind Vakil	1,24,18,060	1.29%	1,24,18,060	1.29%	0.00%
Tru Trading And Investments Pvt Limited	1,21,76,500	1.27%	1,21,76,500	1.27%	0.00%
Nehal Trading And Investments Private Limited	1,11,02,530	1.16%	1,11,02,530	1.16%	0.00%
Asteroids Trading And Investments Private Limited	1,08,18,530	1.13%	1,08,18,530	1.13%	0.00%
Jalaj Trading & Investment Company Private Limited	1,07,76,697	1.12%	1,07,76,697	1.12%	0.00%
Unnati Trading And Investments Private Limited	1,04,72,600	1.09%	1,04,72,600	1.09%	0.00%
Doli Trading And Investments Private Limited	93,63,440	0.98%	93,63,440	0.98%	0.00%
Centaurus Trading And Investments Pvt Ltd	74,08,940	0.77%	74,08,940	0.77%	0.00%
Vivek Abhay Vakil	68,12,369	0.71%	68,12,369	0.71%	0.00%
Suptaswar Investments And Trading Company Limited	65,58,310	0.68%	65,58,310	0.68%	0.00%
Bhairavi Abhay Vakil	60,64,322	0.63%	60,64,322	0.63%	0.00%
Lambodar Investments And Trading Company Limited	60,15,130	0.63%	60,15,130	0.63%	0.00%
Murahar Investments And Trading Company Limited	57,43,670	0.60%	57,43,670	0.60%	0.00%
Nehal Abhay Vakil	57,38,489	0.60%	57,38,489	0.60%	0.00%
Hiren Holdings Private Limited	39,50,310	0.41%	41,52,310	0.43%	-4.86%
Satyen Ashwin Gandhi	37,25,954	0.39%	37,25,954	0.39%	0.00%
Hiren Ashwin Gandhi	37,06,265	0.39%	37,06,265	0.39%	0.00%
Malav A Dani	36,50,176	0.38%	36,50,176	0.38%	0.00%
Upnishad Trustee Advisory Services Private Limited	37,73,430	0.39%	35,71,430	0.37%	5.66%
Hasit A Dani	31,50,800	0.33%	31,50,800	0.33%	0.00%
Vakil HUF (Varun Amar Vakil)	31,03,290	0.32%	31,03,290	0.32%	0.00%
Vishal Shailesh Choksi	29,51,220	0.31%	29,51,220	0.31%	0.00%
Late Shailesh Chimanlal Choksi	25,91,210	0.27%	25,91,210	0.27%	0.00%
Amrita Amar Vakil	25,66,680	0.27%	25,66,680	0.27%	0.00%
Manish Mahendra Choksi	23,81,040	0.25%	23,81,040	0.25%	0.00%
Varun Amar Vakil	22,30,590	0.23%	22,30,590	0.23%	0.00%
Prafullika Shailesh Choksi	21,42,560	0.22%	21,42,560	0.22%	0.00%
Amar Arvind Vakil HUF (Varun Amar Vakil)	21,12,190	0.22%	21,12,190	0.22%	0.00%
ELF Trading and Chemical Manufacturing Private Limited	21,08,160	0.22%	21,08,160	0.22%	0.00%
Abhay Arvind Vakil HUF (Vivek Abhay Vakil)	20,76,820	0.22%	20,76,820	0.22%	0.00%
Jigish Shailesh Choksi	19,95,180	0.21%	19,95,180	0.21%	0.00%
Rupal Anant Bhat	19,23,770	0.20%	19,23,770	0.20%	0.00%
Shailesh Chimanlal Choksi HUF (Shailesh Chimanlal Choksi)	17,49,690	0.18%	17,49,690	0.18%	0.00%
Mahendra Chimanlal Choksi	16,56,380	0.17%	16,56,380	0.17%	0.00%
Jalaj A Dani	16,00,200	0.17%	16,00,200	0.17%	0.00%
Ina Ashwin Dani	14,51,792	0.15%	14,51,792	0.15%	0.00%
Late Asha Subhash Gujarathi	14,23,400	0.15%	14,23,400	0.15%	0.00%
Rita Mahendra Choksi	9,80,000	0.10%	9,80,000	0.10%	0.00%
Rayirth Holding And Trading Company Private Limited	9,65,910	0.10%	9,65,910	0.10%	0.00%
Rupen Ashwin Choksi	9,28,607	0.10%	9,28,607	0.10%	0.00%
Ashish Ashwin Choksi	8,80,840	0.09%	8,80,840	0.09%	0.00%
Urvashi Ashwin Choksi	8,38,110	0.09%	8,38,110	0.09%	0.00%
ACC AP TRUST	7,85,700	0.08%	7,85,700	0.08%	0.00%

Note 12 : Equity Share Capital (Contd.)

d) Shares held by promoters as defined in the Companies Act, 2013 at the end of the year (Contd.)

Promoter Name	As at 31.03.2025		As at 31.03.2024		% change during the year
	No. of Equity Shares	% of Total Shares	No. of Equity Shares	% of Total Shares	
Rhea Amit Sethi	7,02,000	0.07%	7,02,000	0.07%	0.00%
Mahendra Chimanlal Choksi HUF (Mahendra Chimanlal Choksi)	5,39,800	0.06%	5,39,800	0.06%	0.00%
Ami Manish Choksi	4,72,200	0.05%	4,72,200	0.05%	0.00%
Vita Jalaj Dani	4,35,260	0.05%	4,35,260	0.05%	0.00%
Ishwara Hasit Dani	4,10,710	0.04%	4,10,710	0.04%	0.00%
Hasit Ashwin Dani HUF (Hasit Ashwin Dani)	3,92,666	0.04%	3,92,666	0.04%	0.00%
Jalaj A Dani Huf (Jalaj Ashwin Dani)	3,44,666	0.04%	3,44,666	0.04%	0.00%
Richa Manish Choksi	1,80,450	0.02%	1,80,450	0.02%	0.00%
Mudit Jalaj Dani	1,59,800	0.02%	1,59,800	0.02%	0.00%
Late Amar Arvind Vakil	1,58,770	0.02%	1,58,770	0.02%	0.00%
Smiti Jalaj Dani	1,39,110	0.01%	1,39,110	0.01%	0.00%
Binita Ashish Choksi	1,31,700	0.01%	1,31,700	0.01%	0.00%
Anay Rupen Choksi	1,30,500	0.01%	1,30,500	0.01%	0.00%
Aashay Ashish Choksi	1,25,380	0.01%	1,25,380	0.01%	0.00%
Vikatmev Containers Ltd	1,11,600	0.01%	1,11,600	0.01%	0.00%
Nysha Rupen Choksi (Minor)	1,02,750	0.01%	1,02,750	0.01%	0.00%
Druhi Ashish Choksi	1,00,000	0.01%	1,00,000	0.01%	0.00%
Ashwin Ramanlal Gandhi	91,860	0.01%	91,860	0.01%	0.00%
Meghna Satyen Gandhi	75,000	0.01%	75,000	0.01%	0.00%
Vaibhavi Hiren Gandhi	75,000	0.01%	75,000	0.01%	0.00%
Shubhlakshmi Hasit Dani	59,529	0.01%	59,529	0.01%	0.00%
Late Chandanben Chhotalal Shah	20,000	0.00%	20,000	0.00%	0.00%
Dani Finlease Private Limited	10,930	0.00%	10,930	0.00%	0.00%
Nyra Varun Vakil (Minor)	10,000	0.00%	10,000	0.00 %	0.00%
Master Hrishav Varun Vakil (Minor)	10,000	0.00%	10,000	0.00 %	0.00%
Ragini Varun Vakil	10,000	0.00%	10,000	0.00%	0.00%
Manish Mahendra Choksi HUF (Manish Mahendra Choksi)	7,500	0.00%	7,500	0.00%	0.00%
Ashish Ashwin Choksi HUF (Ashish Ashwin Choksi)	5,620	0.00%	5,620	0.00%	0.00%
Total	**50,47,85,198**		**50,47,85,198**		

e) Reconciliation of Treasury shares outstanding at the beginning and at the end of the year

Treasury shares	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	₹ in Crores	No. of Equity Shares	₹ in Crores
Balance at the beginning of the year	**3,55,575**	**110.19**	**3,57,659**	**110.89**
Add : Purchased during the year	1,74,336	50.08	-	-
Less : Excercised during the year	75,245	25.54	2,084	0.70
Balance at the end of the year	**4,54,666**	**134.73**	**3,55,575**	**110.19**

In accordance with Asian Paints Employee Stock Option Plan 2021 ("2021 Plan"), the ESOP Trust (Asian Paints Employees Stock Ownership Trust) purchased equity shares of the Company from secondary market. The net outstanding shares held by the ESOP Trust are disclosed as Treasury Shares (Refer note 34(3)).

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 13 : Other Equity

(₹ in Crores)

	Reserves and Surplus							Items of Other Comprehensive Income (OCI)			Total
	Capital Reserve	Capital Redemption Reserve	General Reserve	Retained Earnings	Remeasurement of defined benefit plans	Share based payment reserve	Treasury shares	Trust reserve	Debt instruments through OCI	Equity instruments through OCI	
Balance as at 1st April 2023	**44.38**	**0.50**	**4,166.74**	**11,166.17**	**(29.25)**	**26.77**	**(110.89)**	**0.37**	**(3.05)**	**227.90**	**15,489.64**
Changes on account of amalgamation (Refer note 36(A))	(34.29)	-	1.18	(96.70)	0.07	-	-	-	-	-	(129.74)
Restated balance as at 1st April 2023 (A)	**10.09**	**0.50**	**4,167.92**	**11,069.47**	**(29.18)**	**26.77**	**(110.89)**	**0.37**	**(3.05)**	**227.90**	**15,359.90**
Additions during the year :											
Profit for the year	-	-	-	5,315.01	-	-	-	-	-	-	5,315.01
Items of OCI for the year, net of tax											
Remeasurement of the defined benefit plans	-	-	-	-	5.88	-	-	-	-	-	5.88
Net fair value gain on investments in equity instruments through OCI	-	-	-	-	-	-	-	-	-	7.22	7.22
Net fair value gain on investments in debt instruments through OCI	-	-	-	-	-	-	-	-	14.35	-	14.35
Total Comprehensive Income for the year 2023-24 (B)	**-**	**-**	**-**	**5,315.01**	**5.88**	**-**	**-**	**-**	**14.35**	**7.22**	**5,342.46**
Reductions during the year :											
Dividends (Refer note 12(b))	-	-	-	(2,532.38)	-	-	-	-	-	-	(2,532.38)
Share based payment expense	-	-	-	-	-	21.84	-	-	-	-	21.84
Net Income of ESOP Trust for the year	-	-	-	-	-	-	0.22	-	-	-	0.22
ESOP exercised during the year	-	-	-	(0.03)	-	(0.35)	0.70	0.38	-	-	0.70
Total (C)	**-**	**-**	**-**	**(2,532.41)**	**-**	**21.49**	**0.70**	**0.60**	**-**	**-**	**(2,509.62)**
Balance as at 31st March 2024 (D) = (A+B+C)	**10.09**	**0.50**	**4,167.92**	**13,852.07**	**(23.30)**	**48.26**	**(110.19)**	**0.97**	**11.30**	**235.12**	**18,192.74**
Additions during the year :											
Profit for the year	-	-	-	3,584.88	-	-	-	-	-	-	3,584.88
Items of OCI for the year, net of tax											
Remeasurement of the defined benefit plans	-	-	-	-	0.35	-	-	-	-	-	0.35
Net fair value gain on investments in equity instruments through OCI	-	-	-	-	-	-	-	-	-	230.44	230.44
Net fair value gain on investments in debt instruments through OCI	-	-	-	-	-	-	-	-	2.71	-	2.71
Total Comprehensive Income for the year 2024-25 (E)	**-**	**-**	**-**	**3,584.88**	**0.35**	**-**	**-**	**-**	**2.71**	**230.44**	**3,818.38**
Reductions during the year :											
Dividends (Refer Note 12(b))	-	-	-	(3,107.91)	-	-	-	-	-	-	(3,107.91)
Share based payment expense	-	-	-	-	-	21.25	-	-	-	-	21.25
Net Income of ESOP Trust for the year	-	-	-	-	-	-	-	1.11	-	-	1.11
Purchase of Treasury shares by ESOP trust during the year	-	-	-	-	-	-	(50.08)	-	-	-	(50.08)
ESOP exercised during the year	-	-	-	(0.80)	-	(12.67)	25.54	-	-	-	12.07
Total (F)	**-**	**-**	**-**	**(3,108.71)**	**-**	**8.58**	**(24.54)**	**1.11**	**-**	**-**	**(3,123.56)**
Balance as at 31st March 2025 (D+E+F)	**10.09**	**0.50**	**4,167.92**	**14,328.24**	**(22.95)**	**56.84**	**(134.73)**	**2.08**	**14.01**	**465.56**	**18,887.56**

Note 13 : Other Equity (Contd.)

Description of nature and purpose of each reserve :

Capital Reserve -

a. Capital reserve of ₹ 5000/- was created on merger of ' Pentasia Chemicals Ltd ' with the Company, pursuant to scheme of Rehabilitation-cum-Merger sanctioned by Board of Industrial and Financial Reconstruction in the financial year 1995-96.

b. Capital reserve of ₹ 44.38 crores was created on merger of Asian Paints (International) Limited, Mauritius, wholly owned subsidiary of the Company, with the Company as per the order passed by the National Company Law Tribunal.

c. Capital reserve of ₹ 34.29 crores with a debit balance was created on merger of Sleek International Private Limited, wholly owned subsidiary of the Company, with the Company as per the order passed by the National Company Law Tribunal (Refer note 36(A)).

Capital Redemption Reserve - This reserve was created for redemption of preference shares in the financial year 1989-90. The preference shares were redeemed in the financial year 1990-91.

General Reserve - General reserve is created from time to time by way of transfer of profits from retained earnings for appropriation purposes. General reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income.

Retained earnings - This represents surplus of profit and loss account.

Remeasurement of defined benefit plans - This represents the cumulative gains and losses arising on the remeasurement of defined benefit plans in accordance with Ind AS 19 that have been recognised in other comprehensive income.

Share based payment reserve - This represents the fair value of the stock options granted by the Company under the 2021 Plan accumulated over the vesting period. The reserve will be utilized on exercise of the options.

Treasury shares - This represents cost incurred by the Company to purchase its own equity shares from secondary market through the Company's ESOP trust for issuing the shares to the eligible employees on exercise of stock options granted under the 2021 Plan.

Trust Reserve - This represents net income of the ESOP trust.

Debt instruments through OCI - This represents the cumulative gains and losses arising on the revaluation of debt instruments measured at FVTOCI that have been recognised in other comprehensive income, net of amounts reclassified to profit or loss when such assets are disposed off and impairment losses on such instruments.

Equity instruments through OCI - This represents the cumulative gains and losses arising on the revaluation of equity instruments measured at FVTOCI, under an irrevocable option, net of amounts reclassified to retained earnings when such assets are disposed off.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 14 : Borrowings*

(₹ in Crores)

		Maturity Date	Terms of Repayment	Non-Current		Current	
				As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
I.	**NON-CURRENT BORROWINGS**						
	Secured						
	Deferred payment liabilities :						
	- Loan from State of Haryana **	December 2025 to April 2027	One time payment at the end of the term	3.04	4.03	1.96	17.86
	- Loan from State of Karnataka ^	March 2034	One time payment at the end of the term	34.21	31.55	-	-
	Current maturities of Long term borrowings						
	Secured			-	-	(1.96)	(17.86)
Total				**37.25**	**35.58**	**-**	**-**

Interest free borrowings are recognised at fair value using prevailing market interest rate for equivalent borrowing. The difference between the gross proceeds and fair value of the borrowing is the benefit derived from the interest free borrowing and is treated as government grant and recognised as deferred income (Refer note 19).

** The Company is eligible to avail interest free borrowing in respect of 50% of VAT paid within Haryana on the sale of goods produced at Rohtak plant for a period of 7 financial years beginning from April 2010. As on 31st March 2025, the Company has received total interest free borrowing of ₹ 40.64 crores for the period from April, 2010 to March, 2016. As on 31st March 2025, the Company has repaid borrowing of ₹ 35.06 crores (Previous year - ₹ 17.20 crores). This borrowing is repayable after a period of 5 years from the date of receipt of interest free borrowing. For the year ended 31st March 2016 and 31st March 2017, the Company is awaiting sanction from the Haryana Government.

^ The Company is eligible to avail interest free borrowing for a period of 11 years in respect of 100% of Net SGST (upto the value of investment made in Fixed Asset) paid on the sale of goods within the state of Karnataka and produced at Mysuru plant beginning from 28th September 2018. The borrowing is repayable after a period of 11 years from the date of receipt of borrowing. As on 31st March 2025, the Company has received total interest free borrowing of ₹ 70.62 crores (Previous year - ₹ 70.62 crores) for the period from September, 2018 to March, 2020.

The above interest free borrowings are secured by way of a bank guarantee issued by the Company

(₹ in Crores)

		Maturity Date	Terms of Repayment	Interest Rate Current Year / (Previous Year)	As at 31.03.2025	As at 31.03.2024
II.	**CURRENT BORROWINGS**					
	Unsecured					
	(i) Term loans - from banks or financial institutions					
	- Loan from Citibank N.A, India	October 2024	For a term of 180 days	NA / (T-Bill + 1.05%)	-	39.00
	(ii) Loan repayable on demand - Cash Credit / Overdraft Accounts					
	- Overdraft from Bank of America, India		Repayable on demand	NA/ (MCLR + 2.00%)	-	60.41
	- Overdraft from ICICI Bank, India		Repayable on demand	7.50% / (NA)	0.15	-
	- Overdraft from Citibank, India		Repayable on demand	7.10% / (NA)	0.04	-
	Current maturities of Long term borrowings					
	Secured				1.96	17.86
Total					**2.15**	**117.27**

* No default in terms of repayment of principal and interest within the Company.

Note 14 : Borrowings* (Contd.)

The aggregate maturities of borrowings, based on contractual maturities

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Borrowings	2.15	3.62	70.62	**76.39**	**39.40**
As at 31st March 2024					
Borrowings	117.27	5.58	70.62	**193.47**	**152.85**

Note 15 : Lease Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Lease liabilities	900.80	893.87	258.62	233.51
Total	**900.80**	**893.87**	**258.62**	**233.51**

The aggregate maturities of lease liabilities, based on contractual undiscounted cash flows are as follows :

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Lease Liabilities	340.45	833.79	372.75	**1,546.99**	**1,159.42**
As at 31st March 2024					
Lease Liabilities	313.73	824.50	380.56	**1,518.79**	**1,127.38**

(₹ in Crores)

Movement in lease liabilities	Year 2024-25	Year 2023-24
Balance as at 1st April	**1,127.38**	**852.28**
Additions	319.96	571.12
Deletions	20.87	44.54
Finance cost	93.38	78.25
Repayment (including interest on lease liabilities)	360.43	329.73
Balance as at 31st March	**1,159.42**	**1,127.38**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 15 : Lease Liabilities (Contd.)

Amounts with respect to leases recognised in the Statement of Profit & Loss and Statement of Cash Flows

(₹ in Crores)

	Year 2024-25	Year 2023-24
Amounts recognised in Statement of Profit and Loss		
Interest on lease liabilities (net) (Refer note 27)*	91.84	78.17
Depreciation of Right-of-Use Assets (net) (Refer note 28)*	314.26	290.10
Expenses relating to short-term leases and leases of low-value assets	56.09	53.89
Variable lease payments	121.29	131.91
Net (gain) on modification or termination of leases (Refer note 23)	(1.90)	(4.00)
Amounts recognised in Statement of Cash Flows		
In Financing activity		
Repayment of lease liabilities	267.05	251.48
Interest paid on lease liabilities	93.38	78.25
In Operating activity		
Variable lease payments	122.20	128.89
	482.63	**458.62**

Note - For additions and movement in right-of-use assets, Refer note 2B.

*Excluding ₹ 5.98 crs (Previous year- ₹ 2.77 crs) recognised in CWIP

Note 16 : Other Financial Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Investor Education and Protection Fund*				
Unpaid/Unclaimed dividend	-	-	26.09	23.84
(b) Others (Refer note 33)				
Retention monies	32.47	16.59	43.78	85.41
Deposits Received (including Trade Deposits)	2.00	0.11	-	0.01
Payable towards capital expenditure	-	-	99.62	295.93
Payable towards services received	-	-	790.82	691.84
Payable towards stores, spares and consumables	-	-	16.23	14.15
Payable to employees	-	-	206.04	271.78
[including due to Managing Director- NIL (as at 31st March 2024 - ₹ 8.82 crores)]				
Payable towards other expenses	-	-	978.20	865.67
[including ₹ 4.66 crores due to Non-Executive Directors (as at 31st March 2024 - ₹ 5.35 crores)]				
Derivative liability towards further stake acquisition in subsidiary and associate companies (Refer note 36(B))	7.00	12.10	132.67	-
Foreign currency forward exchange contract (net)	-	-	11.41	-
	41.47	**28.80**	**2,278.77**	**2,224.79**
Total	**41.47**	**28.80**	**2,304.86**	**2,248.63**

***Investor Education and Protection Fund ('IEPF') -** As at 31st March 2025 and 31st March 2024, there is no amount due and outstanding to be transferred to the IEPF by the Company. Unclaimed Dividend, if any, shall be transferred to IEPF as and when they become due.

Note 17 : Provisions

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Provision for Employee Benefits (Refer note 34)				
Provision for Compensated absences	188.67	163.45	25.55	22.13
Provision for Gratuity	-	-	3.15	0.99
Provision for Pension	1.06	1.16	0.14	0.14
Provision for Post retirement medical and other benefits	1.40	1.22	7.00	5.79
	191.13	**165.83**	**35.84**	**29.05**
(b) Others				
Provision for Indirect Taxes	-	-	13.17	12.03
Provision for Warranties	-	-	2.25	2.01
	-	**-**	**15.42**	**14.04**
Total	**191.13**	**165.83**	**51.26**	**43.09**

Disclosure relating to movement in other provisions is as follows :

(₹ in Crores)

	Provision for Indirect Taxes**		Provision for Warranties®	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
Balance as at 1st April	**12.03**	**12.92**	**2.01**	**1.23**
Additions/Adjustments	4.71	1.60	0.31	0.92
Utilizations	(0.54)	(0.27)	(0.07)	0.14)
Reversals	(3.03)	(2.22)	-	-
Balance as at 31st March	**13.17**	**12.03**	**2.25**	**2.01**

** Provisions for Indirect taxes includes provision for matters towards excise, central sales tax ,VAT, customs, GST disputed at various appellate levels.

These provisions represent estimates made for probable claims are arising out of litigations/disputes pending with authorities. The probability and the timing of the outflow with regard to these matters depend on the final outcome of litigations/disputes. Hence, the Company is not able to reasonably ascertain the timing of the outflow. The Company does not expect any reimbursements in respect of these provisions.

® Provision for warranties represents management's best estimate of the liabilities for warranties granted on kitchen and appliances based on past experience of claims.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 18 : Income Taxes

A. The Major Components of Income Tax Expense for the year are as under :

(₹ in Crores)

		Year 2024-25	Year 2023-24
(i)	**Income tax recognised in Profit or Loss**		
	Current tax expense :		
	In respect of current year	1,317.96	1,730.03
	In respect of (excess) tax provision for earlier years	(11.26)	(51.72)
	Deferred tax benefit :		
	In respect of current year	5.60	5.40
	Total	**1,312.30**	**1,683.71**
(ii)	**Income tax recognised in OCI**		
	Deferred tax :		
	Income tax expense on remeasurement of defined benefit plans	0.12	2.03
	Income tax expense on net fair value gain on investments in equity instruments through OCI	42.86	0.55
	Income tax on net fair value gain on investments in debt instruments through OCI	0.96	1.85
	Total	**43.94**	**4.43**

B. Reconciliation of Tax Expense and Effective Tax Rate :

	Year 2024-25		Year 2023-24	
	₹ in crores	Rate	₹ in crores	Rate
Profit before tax (After exceptional items)	**4,897.18**		**6,998.72**	
Income tax expense calculated at corporate tax rate	1,232.52	25.17%	1,761.43	25.17%
Tax effect of :				
Non-deductible expenses	125.29	2.56%	29.29	0.42%
Income taxed at special rates	(5.12)	(0.10%)	(3.32)	(0.05%)
Income exempted from tax	(36.07)	(0.74%)	(33.21)	(0.47%)
Others	6.94	0.14%	(18.76)	(0.27%)
Total	**1,323.56**	**27.03%**	**1,735.43**	**24.80%**
(Excess) tax provision for earlier years	(11.26)	(0.23%)	(51.72)	(0.74%)
Tax expense as per Statement of Profit and Loss	**1,312.30**	**26.80%**	**1,683.71**	**24.06%**

The tax rate used for reconciliation above is the corporate tax rate of 25.17% payable by corporate entities in India on taxable profits under Indian tax law.

Note 18 : Income Taxes (Contd.)

C. The Major Components of Deferred Tax (Liabilities)/Assets arising on account of timing differences are as Follows :

As at 31st March 2025

(₹ in Crores)

	Balance Sheet 01.04.2024	Profit and loss 2024-25	OCI 2024-25	Balance Sheet 31.03.2025
Difference between written down value/capital work in progress of fixed assets as per the books of accounts and Income Tax Act,1961	(219.16)	(35.12)	-	(254.28)
Provision for expense allowed for tax purpose on payment basis (Net)	34.34	19.50	-	53.84
Provision for expected credit losses and fair valuation of subsidy receivable from state governments	18.35	1.03	-	19.38
Allowance for expected credit losses on trade receivables	-	24.78	-	24.78
Difference in carrying value and tax base of investments in debt instruments measured at FVTOCI	(1.74)	-	(0.96)	(2.70)
Remeasurement of the defined benefit plans through OCI	7.85	-	(0.12)	7.73
Difference in carrying value and tax base of investments measured at FVTPL	(42.79)	(21.75)	-	(64.54)
Difference in carrying value and tax base of investments in equity instruments measured at FVTOCI	(15.13)	-	(42.86)	(57.99)
Difference in Right-of-use asset and lease liabilities	30.60	5.96	-	36.56
Deferred tax (expense)/benefit		**(5.60)**	**(43.94)**	
Net Deferred tax liabilities	**(187.68)**			**(237.22)**

As at 31st March 2024

(₹ in Crores)

	Balance Sheet 01.04.2023	Profit and loss 2023-24	OCI 2023-24	Balance Sheet 31.03.2024
Difference between written down value/capital work in progress of fixed assets as per the books of accounts and Income Tax Act,1961.	(231.71)	12.55	-	(219.16)
Provision for expense allowed for tax purpose on payment basis (Net)	35.50	(1.16)	-	34.34
Provision for expected credit losses and fair valuation of subsidy receivable from state governments	18.09	0.26	-	18.35
Difference in carrying value and tax base of investments in debt instruments measured at FVTOCI	0.12	-	(1.86)	(1.74)
Remeasurement of the defined benefit plans through OCI	9.88	-	(2.03)	7.85
Difference in carrying value and tax base of investments measured at FVTPL	(21.93)	(20.86)	-	(42.79)
Difference in carrying value and tax base of investments in equity instruments measured at FVTOCI	(14.58)	-	(0.55)	(15.13)
Difference in Right-of-use asset and lease liabilities	26.79	3.81	-	30.60
Deferred tax (expense)/benefit		**(5.40)**	**(4.44)**	
Net Deferred tax liabilities	**(177.84)**			**(187.68)**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 19 : Other Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Revenue received in advance				
Advance received from customers (Refer note 22C(iv))	-	-	147.40	136.82
(b) Others				
Statutory dues payable	-	-	218.21	278.57
Deferred income arising from government grant (Refer note 14)	30.42	34.47	4.06	4.70
Others (Deferred revenue arising from sale of services, etc.)	15.14	-	10.66	6.67
	45.56	**34.47**	**232.93**	**289.94**
Total	**45.56**	**34.47**	**380.33**	**426.76**

Note 20 : Trade Payables

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
Trade Payables (including Acceptances)*		
Total Outstanding dues of Micro Enterprises and Small Enterprises (MSME) (Refer note 33)	180.13	201.14
Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises	2,943.56	3,054.00
Total	**3,123.69**	**3,255.14**

*Acceptances include arrangements where operational suppliers of goods and services are initially paid by banks while the Company continues to recognise the liability till settlement with the banks which are normally effected within a period of 90 days amounting to ₹ 419.90 crores (Previous year - ₹ 225.16 crores).

Trade payables ageing schedule

(₹ in Crores)

	Not Due	Outstanding for following periods from due date of payment				As at 31.03.2025
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Payables (including Acceptances)						
MSME	175.28	4.85	-	-	-	180.13
Other than MSME	2,872.57	70.99	-	-	-	2,943.56
Disputed Dues - MSME	-	-	-	-	-	-
Disputed Dues - Other than MSME	-	-	-	-	-	-
Total	**3,047.85**	**75.84**	**-**	**-**	**-**	**3,123.69**

(₹ in Crores)

	Not Due	Outstanding for following periods from due date of payment				As at 31.03.2024
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Payables (including Acceptances)						
MSME	194.94	6.20	-	-	-	201.14
Other than MSME	2,977.38	76.62	-	-	-	3,054.00
Disputed Dues - MSME	-	-	-	-	-	-
Disputed Dues - Other than MSME	-	-	-	-	-	-
Total	**3,172.32**	**82.82**	**-**	**-**	**-**	**3,255.14**

Note 21 : Income Tax Liabilities (Net)

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
Provision for Income Tax (net)	95.29	76.35
Total	**95.29**	**76.35**

Note 22A : Revenue from Operations

(₹ in Crores)

	Year 2024-25	Year 2023-24
Revenue from sale of products	29,270.69	30,988.16
Revenue from sale of services	150.42	105.67
Other operating revenue *	131.54	133.15
Total	**29,552.65**	**31,226.98**

* The Company's manufacturing facility at Andhra Pradesh is eligible to receive incentive in form of refund of SGST, stamp duty and electricity duty as per the Industrial Promotion Scheme and Memorandum of Understanding signed with the State Government. During the year, ₹ 46.22 crores (Previous year - ₹ 57.21 crores) is accrued under the head 'Other operating revenue'.

Note 22B : Revenue from Contracts with Customers

(₹ in Crores)

	Year 2024-25	Year 2023-24
A. REVENUE FROM CONTRACTS WITH CUSTOMERS DISAGGREGATED BASED ON NATURE OF PRODUCTS OR SERVICES		
Revenue from sale of products		
Paints, décor and related products	29,270.69	30,988.16
Revenue from sale of services		
Painting, décor and related services	150.42	105.67
Other operating revenues		
Processing and service income	50.40	44.95
Scrap sales	30.23	25.70
Other Income		
Royalty received from subsidiary and associate companies (Refer note 23(c))	97.88	83.14
Total	**29,599.62**	**31,247.62**
B. REVENUE FROM CONTRACTS WITH CUSTOMERS DISAGGREGATED BASED ON GEOGRAPHY		
Home market	29,428.35	31,100.93
Exports	171.27	146.69
Total	**29,599.62**	**31,247.62**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 22C : Reconciliation of Gross Revenue with the Revenue from Contracts with Customers

(₹ in Crores)

	Year 2024-25	Year 2023-24
Gross Revenue	36,526.44	37,685.04
Less : Discounts/Rebates/Credits/Incentives	6,926.82	6,437.42
Net Revenue recognised from Contracts with Customers	**29,599.62**	**31,247.62**

(i) The amounts receivable from customers become due after expiry of credit period which on an average is upto 45 days. There is no significant financing component in any transaction with the customers. .

(ii) The Company provides agreed upon performance warranty for selected range of products and services. (Refer note 17)

(iii) The Company does not have any remaining performance obligation as contracts entered for sale of goods are for a shorter duration and sale of service contracts are measured as per output method.

(iv) The Company has recognised revenue of ₹ 130.48 crores (31st March 2024 - ₹ 88.35 crores) from the amounts included under advance received from customers at the beginning of the year.

Note 23 : Other Income

(₹ in Crores)

	Year 2024-25	Year 2023-24
(a) Interest Income		
Investments in debt instruments measured at FVTOCI	28.01	23.28
Other financial assets carried at amortised cost	127.31	113.06
	155.32	**136.34**
(b) Dividend Income		
Dividends from quoted equity investments measured at FVTOCI*	20.64	20.16
Dividends from subsidiary and associate companies (Refer note 37)	125.60	122.60
	146.24	**142.76**
(c) Other non-operating income		
Insurance claims received	1.23	0.95
Royalty received from subsidiary and associate companies (Refer note 37)	97.88	83.14
Net gain arising on financial assets measured at FVTPL^	174.07	222.29
Reversal of provision for expected credit loss on government grants	1.78	10.90
Others **	167.78	204.97
	442.74	**522.25**
(d) Other gains and losses		
Net foreign exchange gain	21.04	14.57
Net gain on disposal of property, plant and equipment and other intangible assets	2.91	2.00
Net gain on modification/ termination of leases	1.90	4.00
	25.85	**20.57**
Total	**770.15**	**821.92**

* Relates to investments held at the end of reporting period

^ Includes gain on sale of financial assets measured at FVTPL for ₹ 33.54 crores (Previous year - ₹ 15.84 crores).

** Includes fair valuation gain on derivatives towards acquisition of further stake in subsidiary companies amounting to ₹ 13.27 crores (Previous year - ₹ 49.73 crores) (Refer note 36(B)).

Note 24A : Cost of Materials Consumed

(₹ in Crores)

	Year 2024-25	Year 2023-24
Raw Materials Consumed		
Opening Stock (including goods-in-transit)	1,860.62	1,727.23
Add : Purchases	11,866.06	11,618.38
	13,726.68	**13,345.61**
Less : Closing Stock (including goods-in-transit)	2,372.82	1,860.62
	11,353.86	**11,484.99**
Packing Materials Consumed		
Opening Stock	76.62	68.66
Add : Purchases	1,876.20	1,973.14
	1,952.82	**2,041.80**
Less : Closing Stock	68.36	76.62
	1,884.46	**1,965.18**
Total Cost of Materials Consumed	**13,238.32**	**13,450.17**

Note 24B : Purchases of Stock-in-Trade	**3,733.99**	**3,654.08**

Note 24C : Changes in inventories of Finished Goods, Stock-in-Trade and Work-in-Progress		
Stock at the beginning of the year		
Finished Goods	2,073.32	2,399.84
Work-in-Progress	167.47	167.89
Stock-in-trade- acquired for trading (including goods-in-transit)	866.30	907.00
Total	**3,107.09**	**3,474.73**
Stock at the end of the year		
Finished Goods	2,187.20	2,073.32
Work-in-Progress	190.23	167.47
Stock-in-trade- acquired for trading (including goods-in-transit)	910.13	866.30
Total	**3,287.56**	**3,107.09**
Changes In Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	**(180.47)**	**367.64**

Note 25 : Employee Benefits Expense

(₹ in Crores)

	Year 2024-25	Year 2023-24
Salaries and wages	1,782.91	1,598.49
Contribution to provident and other funds (Refer note 34(1) and 34(2))	83.01	76.25
Staff welfare expenses	129.43	122.08
Share based payment expenses (Refer note 34(3))	18.23	19.37
Total	**2,013.58**	**1,816.19**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 26 : Other Expenses

(₹ in Crores)

	Year 2024-25	Year 2023-24
Consumption of stores, spares and consumables	66.51	73.92
Power and fuel	132.73	114.93
Processing charges*	173.53	173.08
Repairs and maintenance :		
Buildings	20.18	20.87
Machinery	60.43	49.48
Other assets	95.32	82.72
	175.93	**153.07**
Rates and taxes	16.56	12.75
Corporate social responsibility expenses (Refer note 39)	108.75	90.81
Commission to Non Executive Directors	4.66	5.35
Directors' sitting fees	2.56	1.97
Auditors' Remuneration (Refer note below)	2.80	2.38
Freight and handling charges	2,079.07	2,044.22
Advertisement and Sales Promotion expenses	1,143.40	1,163.86
Bad debts written off (net)	1.78	1.23
Allowance for expected credit lossess on receivables (trade and others) and advances (net)	244.30	84.67
Insurance	22.64	21.98
Travelling expenses	231.01	212.89
Miscellaneous expenses^	788.72	737.97
Total	**5,194.95**	**4,895.08**

*Includes variable lease payments (Refer note 15).

^ Previous year includes fair valuation loss on earn out and derivatives towards acquisition of further stake in subsidiary companies amounting to ₹ 0.48 crores.

No donation has been made by the Company to any political party or any other organizations linked to any political party (GRI 415 - Public Policy).

Note : Auditors' Remuneration (excluding GST)

(₹ in Crores)

	Year 2024-25	Year 2023-24
Statutory audit fee	1.87	1.87
Taxation matters	0.20	0.20
Certification fees and other services	0.61	0.28
For reimbursement of expenses	0.12	0.03
Total	**2.80**	**2.38**

Note 27 : Finance Costs

(₹ in Crores)

	Year 2024-25	Year 2023-24
Interest on bank borrowings	8.65	7.85
Interest on bill discounting	31.56	29.91
Interest on loan from State Governments	3.63	4.08
Interest on lease liabilities (net)*	91.84	78.17
Other interest expense	7.59	3.31
Interest on income tax	0.50	0.77
Total	**143.77**	**124.09**

*The amount of expenditure recognised in CWIP in the course of construction is ₹ 1.54 crores (Previous Year - ₹ 0.08 crores).

Note 28 : Depreciation And Amortisation Expense

(₹ in Crores)

	Year 2024-25	Year 2023-24
Depreciation of Property, Plant and Equipment (Refer note 2A)	563.79	432.86
Depreciation of Right-of-Use Assets (net) (Refer note 2B)*	314.26	290.10
Amortisation of Other Intangible Assets (Refer note 4(B))	23.80	19.97
Total	**901.85**	**742.93**

*The amount of expenditure recognised in CWIP in the course of construction is ₹ 4.44 crores (Previous Year - ₹ 2.69 crores).

Note 29(A) : Category-Wise Classification of Financial Instruments

(₹ in Crores)

Financial Assets/ Financial Liabilities	Refer note	Non-Current		Current	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Financial assets measured at FVTPL					
Designated upon initial recognition					
Investments in unquoted equity shares	5(I)(A)(a) (iii)	1.92	1.92	-	-
Mandatory					
Investments in quoted mutual funds	5(II)(B)	-	-	2,899.26	2,891.72
Foreign currency forward exchange contract (net)	6	-	-	-	0.03
Derivative asset towards further stake acquisition in subsidiary companies	6	-	36.54	4.61	5.02
		1.92	**38.46**	**2,903.87**	**2,896.77**
Financial assets measured at FVTOCI					
Designated upon initial recognition					
Investments in quoted equity shares *	5(I)(A)(b)	867.39	594.08	-	-
Investments in unquoted debentures or bonds	5(I)(C)(b) & 5(II)(A)(b)	2.00	2.00	0.50	-
Investments in quoted debentures or bonds	5(I)(C)(a) & 5(II)(A)(a)	-	202.03	213.91	216.78
		869.39	**798.11**	**214.41**	**216.78**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29(A) : Category-Wise Classification of Financial Instruments (Contd.)

(₹ in Crores)

Financial Assets/ Financial Liabilities	Refer note	Non-Current		Current	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Financial assets measured at amortised cost					
Investments in unquoted government securities	5(I)(B)	#	#	-	-
Security deposits	6	71.00	64.54	11.39	12.45
Royalty receivable from subsidiary and associate companies	6	-	-	77.46	106.90
Due from subsidiary companies	6	-	-	31.89	24.26
Due from associate companies	6	-	-	3.91	2.62
Dividend receivable from subsidiary companies	6	-	-	6.40	-
Subsidy receivable from state governments (net)	6	324.19	275.33	176.46	178.88
Term deposits held as margin money against bank guarantee and other commitments	6	0.33	0.33	-	-
Term deposits with more than 12 months original maturity	6	455.72	243.15	710.60	1,191.58
Interest accrued on investments in debentures or bonds measured at FVTOCI	6	-	-	20.14	17.53
Quantity discount receivable	6	-	-	216.58	212.47
Retention monies receivable from Customers	6	3.15	2.14	0.59	0.18
Other receivables	6	-	-	5.24	18.61
Trade Receivables	10	7.35	-	3,197.55	3,699.84
Cash and Cash Equivalents	11(A)	-	-	176.19	326.34
Other Bank Balances	11(B)	-	-	26.09	23.84
		861.74	**585.49**	**4,660.49**	**5,815.50**
Financial liabilities measured at FVTPL					
Mandatory					
Derivative liability towards further stake acquisition in subsidiary companies	16	7.00	12.10	132.67	-
Foreign currency forward exchange contract (net)	16	-	-	11.41	-
		7.00	**12.10**	**144.08**	**-**
Financial liabilities measured at amortised cost					
Loan from State of Haryana	14	3.04	4.03	1.96	17.86
Loan from State of Karnataka	14	34.21	31.55	-	-
Loan repayable on demand from banks	14	-	-	0.19	60.41
Term loans - from banks or financial institutions	14	-	-	-	39.00
Lease Liabilities	15	900.80	893.87	258.62	233.51
Unpaid/Unclaimed dividend	16	-	-	26.09	23.84
Retention monies	16	32.47	16.59	43.78	85.41
Deposits Received (including Trade Deposits)	16	2.00	0.11	-	0.01
Payable towards capital expenditure	16	-	-	99.62	295.93
Payable towards services received	16	-	-	790.82	691.84
Payable towards stores, spares and consumables	16	-	-	16.23	14.15
Payable to employees	16	-	-	206.04	271.78
Payable towards other expenses	16	-	-	978.20	865.67
Trade payables (including Acceptances)	20	-	-	3,123.69	3,255.14
		972.52	**946.15**	**5,545.24**	**5,854.55**

* Investments in these equity instruments are not held for trading. Upon application of Ind AS 109 - Financial Instruments, the Company has chosen to measure these investments in equity instruments at FVTOCI irrevocably as the management believes that presenting fair value gains or losses relating to these investments in the Statement of Profit and Loss may not be indicative of the performance of the Company.

Note 29(A) : Category-Wise Classification of Financial Instruments (Contd.)

Income, Expenses, Gains or Losses recognised on Financial Instruments in the Statement of Profit and Loss are as follows :

(₹ in Crores)

Income, (Expenses), Gains or (losses) on Financial Instruments	Refer note	Year 2024-25	Year 2023-24
Financial assets measured at FVTPL			
Mandatory			
Fair value gain on quoted mutual funds	23	174.07	222.29
Fair value (loss)/gain on derivative assets towards acquisition of further stake in subsidiary companies (net)	23, 26 & 40	(1.66)	44.40
		172.41	**266.69**
Financial assets measured at amortised cost			
Interest income	23	127.31	113.06
Reversal of provision for expected credit loss on government grants	23	1.78	10.90
Allowance for expected credit lossess on receivables (trade and others) and advances (net)	26	(244.30)	(84.67)
Bad debts written off (net)	26	(1.78)	(1.23)
		(116.99)	**38.06**
Financial assets measured at FVTOCI			
Designated upon initial recognition			
Interest income on investments in debt instruments	23	28.01	23.28
Dividend income from quoted equity investments	23	20.64	20.16
Net fair value gain on investments in debt instruments		3.67	16.20
Net fair value gain on investments in equity instruments		273.30	7.77
		325.62	**67.41**
Financial liabilities measured at FVTPL			
Mandatory			
Fair value (loss) on Gross obligation towards earnout	26	-	(0.48)
Fair value (loss)/ gain on Derivative liability towards further stake acquisition in subsidiary companies (net)	23, 26 & 40	(162.86)	5.33
		(162.86)	**4.85**
Financial liabilities measured at amortised cost			
Interest expense on lease liabilities	27	(91.84)	(78.17)
Interest expense on bank borrowings	27	(8.65)	(7.85)
Interest on bill discounting and loan from State Governments	27	(35.19)	(33.99)
		(135.68)	**(120.01)**
Net Gain on foreign currency transactions of Financial Asset and Financial Liabilities measured at amortised cost	23 & 26	21.04	14.57

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29(B) : Fair Value Measurements

(i) The following table provides the fair value measurement hierarchy of the Company's financial assets and liabilities :

As at 31st March 2025

(₹ in Crores)

Financial Assets/ Financial Liabilities	Fair value	Fair value hierarchy		
	As at 31.03.2025	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant un-observable inputs (Level 3)
Financial assets measured at FVTOCI				
Investments in quoted equity shares (Refer note 5(I)(A)(b))	867.39	867.39	-	-
Investments in quoted debentures or bonds (Refer note 5(I)(C)(a) & 5(II)(A)(a))	213.91	-	213.91	-
Investments in unquoted debentures or bonds (Refer note 5(I)(C)(b)) & 5(II)(A)(b))	2.50	-	2.50	-
Financial assets measured at FVTPL				
Investments in quoted mutual funds (Refer note 5(II)(B))	2,899.26	2,899.26	-	-
Investments in unquoted equity shares (Refer note 5(I)(A)(a)(iii))	1.92	-	-	1.92
Derivative asset towards further stake acquisition in subsidiary companies (Refer note 6)	4.61	-	-	4.61
Financial liabilities measured at FVTPL				
Foreign currency forward exchange contract (net) (Refer note 16)	11.41	-	11.41	-
Derivative liability towards further stake acquisition in subsidiary companies (Refer note 16)	139.67	-	-	139.67

As at 31st March 2024

(₹ in Crores)

Financial Assets/ Financial Liabilities	Fair value	Fair value hierarchy		
	As at 31.03.2024	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant un-observable inputs (Level 3)
Financial assets measured at FVTOCI				
Investments in quoted equity shares (Refer note 5(I)(A)(b))	594.08	594.08	-	-
Investments in quoted debentures or bonds (Refer note 5(I)(C)(a) & 5(II)(A)(a))	418.81	-	418.81	-
Investments in unquoted debentures or bonds (Refer note 5(I)(C)(b)) & 5(II)(A)(b))	2.00	-	2.00	-
Financial assets measured at FVTPL				
Investments in quoted mutual funds (Refer note 5(II)(B))	2,891.72	2,891.72	-	-
Investments in unquoted equity shares (Refer note 5(I)(A)(a)(iii))	1.92	-	-	1.92
Derivative asset towards further stake acquisition in subsidiary companies (Refer note 6)	41.56	-	-	41.56
Foreign currency forward exchange contract (net) (Refer note 6)	0.03	-	0.03	-
Financial liabilities measured at FVTPL				
Derivative liability towards further stake acquisition in subsidiary companies (Refer note 16)	12.10	-	-	12.10

Note 29(B) : Fair Value Measurements (Contd.)

(ii) Financial Instrument measured at Amortised Cost

The carrying amount of financial assets and financial liabilities measured at amortised cost in the Financial Statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

(iii) Invesments in debentures or bonds measured at FVTOCI

The debentures or bonds are fair valued using various market observable inputs.

(iv) Significant techniques and unobservable inputs used for Level 3 fair valuation measurement

As at 31st March 2025	Valuation techniques	Significant Unobservable Inputs	Sensitivity of input to fair value measurement	
			Increase of volatility by 5%	Decrease of volatility by 5%
Fair Value of Derivatives asset/ liability for further acquisition in subsidiaries (Weatherseal Fenestration Private Limited, Harind Chemicals and Pharmaceuticals Private Limited and Obgenix Software Private Limited.	Monte Carlo Simulation	Forecast EBITDA	Net increase in derivative by ₹ 0.14 crores	Net decrease in derivative by ₹ 0.14 crores
		Equity Value	Net increase in derivative by ₹ 0.10 crores	Net decrease in derivative by ₹ 0.10 crores
			Increase of WACC by 1%	Decrease of WACC by 1%
		Weighted Average Cost of Capital (WACC)	Net increase in derivative by ₹ 15.94 crores	Net decrease in derivative by ₹ 19.35 crores

As at 31st March 2025, fair value of gross obligation towards earnout and further stake acquisition of 40% in Obgenix Software Private Limited is computed basis actual Revenue and EBITDA in accordance with the Share Purchase Agreement.

As at 31st March 2024	Valuation techniques	Significant Unobservable Inputs	Sensitivity of input to fair value measurement	
			Increase of volatility by 5%	Decrease of volatility by 5%
Fair Value of Derivatives asset/ liability for further acquisition in subsidiaries (Weatherseal Fenestration Private Limited, Harind Chemicals and Pharmaceuticals Private Limited and Obgenix Software Private Limited)	Monte Carlo Simulation	Forecast Revenue	Net decrease in derivative by ₹ 3.39 crores	Net increase in derivative by ₹ 3.55 crores
		Forecast EBITDA	Net increase in derivative by ₹ 0.19 crores	Net decrease in derivative by ₹ 0.18 crores
		Equity Value	Net increase in derivative by ₹ 1.04 crores	Net decrease in derivative by ₹ 0.88 crores
			Increase of WACC by 1%	Decrease of WACC by 1%
		Weighted Average Cost of Capital (WACC)	Net decrease in derivative by ₹ 28.68 crores	Net increase in derivative by ₹ 33.77 crores

(v) Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below :

(₹ in Crores)

Movement in Level 3 valuations	Year 2024-25	Year 2023-24
Balance as at 1st April	31.38	(63.15)
Additions during the year	-	(11.90)
Settled / Payments during the year	-	56.70
Fair value (loss) / gain recorded in Standalone Statement of Profit and Loss	(164.52)	49.73
Balance as at 31st March	**(133.14)**	**31.38**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29(C) : Financial Risk Management - Objectives and Policies

The Company's financial assets comprise mainly of investments, cash and cash equivalents, other balances with banks, trade receivables and other receivables and financial liabilities comprise mainly of borrowings, trade payables and other payables.

The Company is exposed to Market risk, Credit risk and Liquidity risk. The Board of Directors ('Board') oversee the management of these financial risks through its Risk Management Committee. The Risk Management Policy of the Company formulated by the Risk Management Committee and approved by the Board, states the Company's approach to address uncertainties in its endeavour to achieve its stated and implicit objectives. It prescribes the roles and responsibilities of the Company's management, the structure for managing risks and the framework for risk management. The framework seeks to identify, assess and mitigate financial risks in order to minimize potential adverse effects on the Company's financial performance. The Board has taken all necessary actions to mitigate the risks identified basis the information and situation present.

The following disclosures summarize the Company's exposure to financial risks and information regarding use of derivatives employed to manage exposures to such risks. Quantitative sensitivity analyses have been provided to reflect the impact of reasonably possible changes in market rates on the financial results, cash flows and financial position of the Company.

1) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risks: interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include borrowings, investments, trade payables, trade receivables and derivative financial instruments.

a) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Since the Company has insignificant interest bearing borrowings, the exposure to risk of changes in market interest rates is minimal. The Company has not used any interest rate derivatives.

The Exposure of Company's financial assets and liabilities to interest rate risk is as follows :

(₹ in Crores)

	As at 31.03.2025	Floating rate	Fixed rate	Non- interest bearing
Financial assets	9,511.82	18.78	2,022.73	7,470.31
Financial liabilities	6,668.84	0.19	1,198.63	5,470.02

(₹ in Crores)

	As at 31.03.2024	Floating rate	Fixed rate	Non- interest bearing
Financial Assets	10,351.11	12.22	2,494.89	7,844.00
Financial Liabilities	6,812.80	99.41	1,180.82	5,532.57

b) Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate due to changes in foreign exchange rates. The Company enters into forward exchange contracts for crystalised foreign exchange and firm commitment exposure falling due in next 90 days in accordance with foreign exchange risk management policy approved by the Board. The Company does not enter into any derivative instruments for trading or speculative purposes.

Note 29(C) : Financial Risk Management - Objectives and Policies (Contd.)

1) Market Risk (Contd.)

b) Foreign Currency Risk (Contd.)

The carrying amounts of the Company's foreign currency denominated monetary items are as follows :

(in millions FC)

Currency	Liabilities		Assets	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
USD	99.52	101.84	13.41	16.85
EUR	12.36	19.16	1.18	9.53
SGD	0.22	0.11	2.11	1.80
GBP	0.29	1.24	0.18	0.13
SEK	0.20	0.20	-	-
JPY	113.08	215.61	281.43	10.30
Others	0.76	5.68	8,031.83	9,682.60

(₹ in Crores)

Currency	Liabilities		Assets	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
USD	863.48	850.37	114.60	143.37
EUR	114.54	172.87	10.93	86.02
SGD	1.43	0.70	13.44	11.10
GBP	3.22	13.10	2.02	1.37
SEK	0.17	0.16	-	-
JPY	6.43	11.86	16.01	0.57
Others	1.02	12.64	42.60	91.42
Total	**990.29**	**1,061.70**	**199.60**	**333.85**

The above table represents total exposure of the Company towards foreign exchange denominated monetary items.

Out of the above, the details of exposures hedged using forward exchange contracts are given below :

Currency	Number of Contracts	Buy Amount (USD in mn.)	Indian Rupee Equivalent (₹ in Crores)
Forward contract to buy USD - As at 31.03.2025	39	67.41	589.00
Forward contract to buy USD - As at 31.03.2024	3	4.26	35.52

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29(C) : Financial Risk Management - Objectives and Policies (Contd.)

1) Market Risk (Contd.)

b) Foreign Currency Risk (Contd.)

The Company is mainly exposed to changes in USD and EUR . The below table demonstrates the sensitivity to a 5% increase or decrease in the USD and EUR as against INR, with all other variables held constant. The sensitivity analysis is prepared on the net unhedged exposure of the Company as at the reporting date. 5% represents management's assessment of reasonably possible change in foreign exchange rate.

(₹ in Crores)

Change in USD Rate	Effect on profit after tax		Effect on total equity	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
+5%	(5.85)	(25.50)	(5.85)	(25.50)
-5%	5.85	25.50	5.85	25.50

(₹ in Crores)

Change in EUR Rate	Effect on profit after tax		Effect on total equity	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
+5%	(3.79)	(3.30)	(3.79)	(3.30)
-5%	3.79	3.30	3.79	3.30

c) Other Price Risk

i) Equity / Investment Risk

Equity / Investment risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded price. Equity / Investment risk arises from financial assets such as investments in equity instruments and bonds. The Company is exposed to Equity risk arising mainly from investments in equity instruments recognised at FVTOCI. As at 31st March 2025, the carrying value of such equity instruments recognised at FVTOCI amounts to ₹ 867.39 crores (Previous year - ₹ 594.08 crores). The details of such investments in equity instruments are given in Note 5(I)(A)(b).

The Company is also exposed to Investment risk arising from investments in bonds and debentures recognised at FVTOCI. As at 31st March 2025, the carrying value of such instruments recognised at FVTOCI amounts to ₹ 216.41 crores (Previous year - ₹ 420.81 crores). These being debt instruments, the exposure to risk of changes in market rates is minimal. The details of such investments in bonds and debentures are given in Note 5(I)(C) & 5(II)(A).

The Company is mainly exposed to change in market rates of its investments in equity investments recognised at FVTOCI. A sensitivity analysis demonstrating the impact of change in market prices of these instruments from the prices existing as at the reporting date is given below :

If the equity prices had been higher/lower by 10% from the market prices existing as at 31st March 2025, Other Comprehensive Income for the year ended 31st March 2025 would increase by ₹ 74.33 crores (Previous year - ₹ 52.61 crores) and decrease by ₹ 74.33 crores (Previous year - ₹ 52.61 crores) respectively with a corresponding increase/decrease in Total Equity of the Company as at 31st March 2025. 10% represents management's assessment of reasonably possible change in equity prices.

ii) Commodity rate risk

Material cost is the largest cost component for the Company, thus exposing it to the risk of price fluctions based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Company has put in place a mix of long-term and short-term mitigation plans. During the year ended 31st March 2025 and 31st March 2024, the Company had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

Note 29(C) : Financial Risk Management - Objectives and Policies (Contd.)

2) Credit Risk (Contd.)

Credit risk refers to risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk arises primarily from financial assets such as trade receivables, investment in mutual funds, derivative financial instruments, other balances with banks and other receivables. The Company's exposure to credit risk is disclosed in note 5 (except equity shares, bonds and debentures) 6, 10,11A and 11B.

The Company has adopted a policy of only dealing with counterparties that have sufficiently high credit rating. The Company's exposure and credit ratings of its counterparties are continuously monitored and the aggregate value of transactions is reasonably spread amongst the counterparties.

Credit risk arising from investment in mutual funds, derivative financial instruments, term deposits and other balances with banks is limited and there is no collateral held against these because the counterparties are banks and recognised financial institutions with high credit ratings assigned by the international credit rating agencies.

The average credit period is upto 45 days on sales of products. Credit risk arising from trade receivables is managed in accordance with the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on a detailed study of credit worthiness and accordingly individual credit limits are defined/modified. The concentration of credit risk is limited due to the fact that the customer base is large. There is no customer representing more than 5% of the total balance of trade receivables.

For trade receivables, as a practical expedient, the Company computes credit loss allowance based on a provision matrix. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. The provision matrix followed is given below.

Net Outstanding > 365 days	% Collection to gross outstanding in current year	Credit loss allowance
Yes	< 25%	Yes, to the extent of lifetime expected credit losses outstanding as at reporting date.
Yes	> 25%	Yes, to the extent of lifetime expected credit losses pertaining to balances outstanding for more than one year.

Additional allowance is made where default rate changes as per the performance of the receivables.

(₹ in Crores)

Movement in expected credit loss allowance on trade receivables	Year 2024-25	Year 2023-24
Balance as at 1st April	**215.86**	**127.83**
Loss allowance measured at lifetime expected credit losses	233.07	88.03
Balance as at 31st March	**448.93**	**215.86**

In accordance with Ind AS 109 – Financial Instruments, the Company has re-assessed expected timing of cashflow towards subsidy receivable from the State Governments. The Company is confident about the ultimate realisation of the dues from the State governments. There is no credit risk attached to these receivables.

(₹ in Crores)

Movement in expected credit loss allowance on subsidy receivable from State Governments	Year 2024-25	Year 2023-24
Balance as at 1st April	**15.25**	**26.15**
Additions	-	-
Unwinding of interest resulting in reversal of expected credit losses	(1.78)	(10.90)
Balance as at 31st March	**13.47**	**15.25**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29(C) : Financial Risk Management - Objectives and Policies (Contd.)

3) Liquidity Risk

Liquidity risk is the risk that the Company will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Company has an established liquidity risk management framework for managing its short term, medium term and long term funding and liquidity management requirements. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Company manages the liquidity risk by maintaining adequate funds in cash and cash equivalents. The Company also has adequate credit facilities agreed with banks to ensure that there is sufficient cash to meet all its normal operating commitments in a timely and cost-effective manner.

The Company believes that its liquidity position (₹ 4478.65 crores as at 31st March 2025 (Previous Year- ₹ 5091.46 Crores)), anticipated future internally generated funds from operations, and its fully available revolving undrawn credit facility will enable it to meet its future known obligations in the ordinary course of business. However, if liquidity needs were to arise, the Company believes it has access to financing arrangements, value of unencumbered assets, which should enable it to meet its ongoing capital, operating, and other liquidity requirements.

The liquidity position of the Company mentioned above, includes :

i) Cash and cash equivalents and Other Balances with Banks (excluding earmarked balances)

ii) Current/ Non-Current term deposits as disclosed in Other Financial Assets

iii) Investments in debentures or bonds (including interest accured on the same) and mutual funds

The Company's liquidity management process as monitored by the Management, includes -

- Day to day funding, managed by monitoring future cash flows to ensure that requirements can be met;
- Maintaining rolling forecasts of the Company's liquidity position on the basis of expected cash flows;
- Maintaining diversified credit lines.

The table below analyses financial liabilities of the Company into relevant maturity groupings based on the remaining period from the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Borrowings (Refer note 14)	2.15	3.62	70.62	**76.39**	**39.40**
Lease Liabilities (Refer note 15)	340.45	833.79	372.75	**1,546.99**	**1,159.42**
Other financial liabilities (Refer note 16)	2,304.86	41.47	-	**2,346.33**	**2,346.33**
Trade Payables (Refer note 20)	3,123.69	-	-	**3,123.69**	**3,123.69**
As at 31st March 2024					
Borrowings (Refer note 14)	117.27	5.58	70.62	**193.47**	**152.85**
Lease Liabilities (Refer note 15)	313.73	824.50	380.56	**1,518.79**	**1,127.38**
Other financial liabilities (Refer note 16)	2,248.63	28.80	-	**2,277.43**	**2,277.43**
Trade Payables (Refer note 20)	3,255.14	-	-	**3,255.14**	**3,255.14**

Note 29(D) : Capital Management

For the purpose of the Company's capital management, capital includes issued capital and all other equity reserves attributable to the equity shareholders of the Company. The primary objective of the Company when managing capital is to safeguard its ability to continue as a going concern and to maintain an optimal capital structure so as to maximize shareholder value.

As at 31st March 2025 and 31st March 2024, the Company has only one class of equity shares and has low debt. Consequent to such capital structure, there are no externally imposed capital requirements. In order to maintain or achieve an optimal capital structure, the Company allocates its capital for distribution as dividend or re-investment into business based on its long term financial plans.

Note 30 : Key Financial Ratios

Sr. No.	Ratios	Numerator	Denominator	FY 2024-25	FY 2023-24	% Variance
1	Current ratio	Current Assets	Current Liabilities	2.30	2.30	-0.01%
2	Debt-equity ratio*	Total Debt (Borrowings)	Total Equity	0.004	0.010	-62.93%
3	Debt service coverage ratio	Earning available for debt service @	Finance Costs (excluding cost pertaining to lease liabilities) + Repayment of borrowings	84.13	95.61	-12.00%
4	Return on Equity ^	Profits after tax	Average Total Equity	19.24%	31.50%	-38.94%
5	Inventory turnover ratio	Cost of goods sold	Average Inventory	3.05	3.30	-7.64%
6	Trade receivables turnover ratio	Revenue from Sale of Products and Services	Average Trade receivables	8.52	8.61	-1.08%
7	Trade payables turnover ratio	Net Purchases of raw material, packing material and stock-in-trade	Average Trade payables	5.48	5.46	0.39%
8	Net capital turnover ratio	Revenue from Operations	Working Capital (Current Assets - Current Liabilities)	3.66	3.76	-2.53%
9	Net profit ratio ^	Profit after tax	Revenue from Operations	12.13%	17.02%	-28.73%
10	Return on capital employed^	Profit before interest (excluding interest on lease liabilities), exceptional items and tax	Average Capital Employed [Total Equity + Total Debt (Borrowings)]	28.39%	41.52%	-31.63%
11	Return on investment	Income during the year	Time weighted average of investment			
a	Return on Mutual Funds &			7.71%	7.35%	4.95%
b	Return on Fixed Deposits			7.35%	7.44%	-1.20%
c	Return on Bonds &			8.77%	13.05%	-32.77%
d	Return on quoted equity investment &			50.32%	4.83%	941.77%

*Repayment of short term loans and overdrafts of Sleek business has led to reduction in outstanding debt.

^ Muted demand conditions coupled with downtrading impacted revenues leading to lower profit for the year.

& Impact of market dynamics

@ Earning available for Debt Service: Profit after tax + Depreciation and Amortisation Expense + Finance costs (excluding interest on lease liabilities)- Net gain on sale of property, plant and equipment - Net gain on modification/ termination of leases.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 31 : Earnings Per Share

	Year 2024-2025	Year 2023-2024
Basic earnings per share in rupees (face value – ₹1 per share) (In ₹)	**37.39**	**55.43**
Diluted earnings per share in rupees (face value – ₹1 per share) (In ₹)	**37.39**	**55.42**
Profit used as Numerator		
Profit after tax as per Statement of Profit and Loss (₹ in crores)	3,584.88	5,315.01
Weighted Average Number of Shares used as Denominator		
Basic EPS	95,87,21,421	95,88,41,696
Diluted EPS	95,88,73,609	95,89,86,355
Reconciliation of Weighted Average Number of Shares Outstanding		
Number of equity shares outstanding during the year	95,91,97,790	95,91,97,790
Less : Weighted average shares held by ESOP trust as treasury shares	(4,76,369)	(3,56,094)
Weighted average number of equity shares outstanding during the year used for computing Basic EPS	**95,87,21,421**	**95,88,41,696**
Add : Options granted to employees*	1,52,188	1,44,659
Weighted average number of equity shares outstanding during the year used for computing Diluted EPS	**95,88,73,609**	**95,89,86,355**

*Represents the dilutive impact of Employee Stock Option Plan.

Note 32 : Contingent Liabilities and Commitment

a. Contingent Liabilities

(₹ in Crores)

		As at 31.03.2025	As at 31.03.2024
A.	**Claims against the Company not acknowledged as debts^**		
i.	Tax matters in dispute under appeal		
	- Income Tax	112.99	349.64
	- Value Added Tax, Goods & Service Tax, Sales Tax, Entry Tax, Octroi & Trade Tax	208.89	173.44
	- Excise, Service Tax & Customs	15.63	15.36
ii.	Labour related disputes	22.79	32.32
iii.	Disputes relating to property matters	-	24.87
iv.	Others (includes disputes on matters pertaining to rent deposits, electricity, consumer cases, etc)	23.67	19.61
B.	**Other monies for which the Company is Contingently Liable***	59.64	43.37
Total		**443.61**	**658.61**

^The above claims are pending before various Appellate Authorities. The management, including its advisors, expect that its position will likely be upheld on ultimate resolution and will not have a material adverse effect on the Company's financial statements.

It is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the pending resolution of the respective proceedings as it is determinable only on receipt of judgements/ decisions pending with various forums/ authorities. The Company does not expect any reimbursements in respect of the contingent liabilities.

*Towards custom duty and IGST for capital goods imported under Manufacturing & Other operation in Warehouse Regulation (MOOWR) scheme against which the Company has executed a bond which is three times of the custom duty calculated at the time of import. The amount and timing of liability towards such custom duty and IGST will crystalize at the time of filing of ex-bond bill of entry at the time of removal of goods from the bonded warehouse.

Note 32 : Contingent Liabilities and Commitment (Contd.)

b. Commitments

(₹ in Crores)

		As at 31.03.2025	As at 31.03.2024
A.	**Estimated amount of contracts remaining to be executed on capital account and not provided for**		
i.	Towards Property, Plant and Equipment	280.30	563.51
ii.	Towards Intangible Assets	4.75	18.12
B.	**Letters of Credit and Bank guarantees issued by bankers towards procurement of goods and services and outstanding as at year end**	62.63	102.95

Note 33 : Disclosure under the Micro, Small and Medium Enterprises Development Act, 2006

The disclosures under the Micro, Small and Medium Enterprises Development Act, 2006 are provided to the extent the Company has received intimation from the "Suppliers" regarding their status thereunder.

(₹ in Crores)

		As at 31.03.2025	As at 31.03.2024
(i)	Principal amount and the interest due thereon remaining unpaid to each supplier at the end of each accounting year.		
	Principal amount due to micro and small enterprise*	493.13	509.93
	Interest due on above	-	-
(ii)	Interest paid by the Company in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along-with the amount of the payment made to the supplier beyond the appointed day during the period	-	-
(iii)	Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding interest specified under the Micro, Small and Medium Enterprises Act, 2006	-	-
(iv)	The amount of interest accrued and remaining unpaid at the end of each accounting year	-	-
(v)	Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises	-	-

*Includes ₹ 313.00 crores (Previous year - ₹ 308.79 crores) payable towards other financial liabilities.

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management. This has been relied upon by the auditors.

Note 34 : Employee Benefits

(1) Post-employment benefits* :

(a) Defined benefit gratuity plan (Funded)

The Company has defined benefit gratuity plan for its employees, which requires contribution to be made to a separately administered fund. It is governed by the Payment of Gratuity Act, 1972. Under the Act, all employees who have completed five years of service are entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age. There is no separate contribution by the employee in the fund. The fund has the form of a trust and it is governed by the Board of Trustees. The Board of Trustees is responsible for the administration of the plan assets including investment of the funds in accordance with the norms prescribed by the Government of India.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 34 : Employee Benefits (Contd.)

(1) Post-employment benefits* (Contd.):

(a) Defined benefit gratuity plan (Funded) (Contd.)

Each year, the Board of Trustees and the Company review the level of funding in the Trust. Such a review includes the asset-liability matching strategy and assessment of the investment risk. The Company (employer) contributes to the fund based on the results of this annual review and ensures that the trust is adequately funded. Generally, it aims to have a portfolio mix of sovereign debt instruments, debt instruments of Corporates and equity instruments. The Company aims to keep annual contributions relatively stable at a level such that no significant plan deficits (based on valuation performed) will arise.

Every two years an Asset-Liability-Matching study is performed in which the consequences of the investments are analysed in terms of risk and return profiles. The Board of Trustees, based on the study, take appropriate decisions on the duration of instruments in which investments are done. As per the latest study, there is no Asset-Liability-Mismatch. There has been no change in the process used by the Company to manage its risks from prior periods.

As the plan assets include significant investments in quoted debt and equity instruments, the Company is exposed to the risk of impacts arising from fluctuation in interest rates and risks associated with equity market.

Fair value of the Company's own transferable financial instruments held as plan assets : NIL

(b) Defined benefit pension plan (Unfunded)

The Company operates a defined benefit pension plan for certain specified employees and is payable upon the employee satisfying certain conditions, as approved by the board of directors.

(c) Defined benefit post-retirement medical benefit plan (Unfunded)

The Company operates a defined post retirement medical benefit plan for certain specified employees and payable upon the employee satisfying certain conditions.

Aforesaid post-employment benefit plans typically expose the Company to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.

Investment Risk	These Plans invest in long term debt instruments such as Government securities and highly rated corporate bonds. The valuation of such long term debt instrument is inversely proportionate to the interest rate movements. There is risk of volatility in asset values due to market fluctuations and impairment of assets due to credit losses.
Interest Risk	The present value of the defined benefit liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on Government securities. A decrease in yields will increase the fund liabilities and vice-versa.
Longevity Risk	The present value of the defined benefit liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary Risk	The present value of the defined benefit liability is calculated by reference to the future salaries of plan participants. As such, an increase in salary of the plan participants will increase the plan's liability.

The most recent actuarial valuation of the plan assets and the present value of defined obligation were carried out as at 31st March 2025 by M/s Transvalue Consultants.

*GRI 201-3 - Defined benefit plan obligations and other retirement plans

Note 34 : Employee Benefits (Contd.)

(1) Post-employment benefits (Contd.)

The following tables summarise the components of defined benefit expense recognised in the Statement of Profit and Loss/OCI and the funded status and amounts recognised in the Balance Sheet for the respective plans.

(₹ in Crores)

		Gratuity (Funded Plan)		Pension (Unfunded Plan)		Post-Retirement Medical (Unfunded Plan)	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
A	**Opening defined benefit obligation**	**274.83**	**250.37**	**1.30**	**1.47**	**0.85**	**0.83**
	Current service cost	23.56	21.75	0.03	0.06	-	-
	Interest cost	19.43	18.34	0.09	0.10	0.06	0.06
	Past Service Cost	-	-	-	-	-	-
	(Gain) on Curtailments/Settlements	-	-	-	-	-	-
	Amount included in Statement of Profit and Loss	**42.99**	**40.09**	**0.12**	**0.16**	**0.06**	**0.06**
	Remeasurement (Gains)/Losses						
	Actuarial gain from changes in financial assumptions	8.83	4.32	(0.03)	0.02	0.03	0.02
	Actuarial loss from changes in demographic assumptions	0.29	-	-	-	-	-
	Experience adjustment	(0.45)	(3.42)	(0.05)	(0.09)	0.01	0.02
	Amount included in Other Comprehensive Income	**8.67**	**0.90**	**(0.08)**	**(0.07)**	**0.04**	**0.04**
	Inter-Company Transfer	(0.67)	-	-	-	-	-
	Benefits paid	(19.94)	(16.53)	(0.14)	(0.26)	(0.07)	(0.08)
	Closing defined benefit obligation	**305.88**	**274.83**	**1.20**	**1.30**	**0.88**	**0.85**
B	**Opening fair value of plan assets**	273.83	243.82	-	-	-	-
	Return on plan assets	19.41	17.83	-	-	-	-
	Amount included in Statement of Profit and Loss	**19.41**	**17.83**	**-**	**-**	**-**	**-**
	Actuarial Gains/(loss)	5.51	8.78	-	-	-	-
	Amount included in Other Comprehensive Income	**5.51**	**8.78**	**-**	**-**	**-**	**-**
	Contributions by employer	23.91	19.93	-	-	-	-
	Benefits paid	(19.94)	(16.53)	-	-	-	-
	Closing fair value of plan assets	**302.72**	**273.83**	**-**	**-**	**-**	**-**
C	**Amounts recognised in the Balance Sheet**						
	Closing defined benefit obligation	305.88	274.82	1.20	1.30	0.88	0.85
	Closing fair value of plan assets	302.72	273.83	-	-	-	-
	Net Liability Recognised in the Balance Sheet	**3.16**	**0.99**	**1.20**	**1.30**	**0.88**	**0.85**
D	**Expense/(Income) recognised in :**						
	Statement of Profit and Loss	23.58	22.25	0.12	0.16	0.06	0.06
	Statement of Other Comprehensive Income	3.16	(7.88)	(0.08)	(0.07)	0.04	0.04
E	**Weighted average duration of defined benefit obligation**	**10.90**	**10.57**	**10.90**	**10.57**	**10.90**	**10.57**
F	**Maturity profile of defined benefit obligation**						
	Within the next 12 months	33.35	26.14	0.14	0.15	0.08	0.08
	Between 1 and 5 years	87.74	85.88	0.43	0.42	0.29	0.29
	Between 5 and 10 years	175.52	175.00	0.62	0.57	0.31	0.32
	10 years onwards	349.79	321.86	0.43	0.47	0.88	0.90

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 34 : Employee Benefits (Contd.)

(1) Post-employment benefits (Contd.)

The major categories of plan assets of the fair value of the total plan assets are as follows :

(₹ in Crores)

	Gratuity (Funded Plan)	Gratuity (Funded Plan)
	As at 31.03.2025	As at 31.03.2024
Quoted		
Government of India securities (Central and State)	142.13	127.81
High quality corporate bonds (including Public Sector Bonds)	105.45	102.16
Equity shares, Equity mutual funds and ETF	41.20	33.16
Total (A)	**288.78**	**263.13**
Unquoted		
Cash Balance	1.69	0.28
Others	12.25	10.42
Total (B)	**13.94**	**10.70**
Total (A+B)	**302.72**	**273.83**

The principal assumptions used in determining gratuity, pension and post-retirement medical benefit obligations for the Company's plans are shown below :

i) Financial Assumptions

	Gratuity (Funded Plan)		Pension (Unfunded Plan)		Post-Retirement Medical (Unfunded Plan)	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Discount Rate	6.70%	7.09%	6.70%	7.09%	6.70%	7.09%
Salary Escalation Rate	All Grades-8%	All Grades-8%	-	-	-	-

ii) Demographic Assumptions

Particulars	As at 31.03.2025	As at 31.03.2024
Withdrawal Rate	Upto 34yrs - 10.30%, 35-44 yrs - 4.90%, Above 44yrs-1.80%	Upto 34yrs - 10.30%, 35-44 yrs - 4.90%, Above 44yrs-1.80%
Mortality Rate	IALM (2012-2014) Ultimate	IALM (2012-2014) Ultimate
Retirement Age	58 Years	58 Years

Note 34 : Employee Benefits (Contd.)

(1) Post-employment benefits (Contd.)

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate and expected salary increase. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

(₹ in Crores)

	Gratuity (Funded Plan)		Pension (Unfunded Plan)		Post-Retirement Medical (Unfunded Plan)	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Defined Benefit Obligation - Discount Rate + 100 basis points	(22.82)	(19.91)	(0.07)	(0.07)	(0.06)	(0.06)
Defined Benefit Obligation - Discount Rate - 100 basis points	26.46	23.04	0.07	0.08	0.07	0.07
Defined Benefit Obligation – Salary Escalation Rate + 100 basis points	20.39	19.38	-	-	-	-
Defined Benefit Obligation - Salary Escalation Rate - 100 basis points	(19.41)	(18.52)	-	-	-	-

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the Balance Sheet.

The Company expects to make a contribution of ₹ 28.79 crores (Previous year - ₹ 24.56 crores) to the defined benefit plans during the next financial year for Gratuity trust.

(d) Provident Fund

The Provident Fund assets and liabilities are managed by 'Asian Paints Office Provident Fund' and 'Asian Paints Factory Employees Provident Fund' in line with The Employees' Provident Fund and Miscellaneous Provisions Act, 1952.

The plan guarantees minimum interest at the rate notified by the Provident Fund Authorities. The contribution by the employer and employee together with the interest accumulated thereon are payable to employees at the time of separation from the Company or retirement, whichever is earlier. The benefit vests immediately on rendering of the services by the employee. In terms of the guidance note issued by the Institute of Actuaries of India for measurement of provident fund liabilities, the actuary has provided a valuation of provident fund liability and based on the assumptions provided below, there is no shortfall as at 31st March 2025.

Participation by all employees in provident funds plans is mandatory. Contribution to Provident Fund is made @ 12% of salary (computed in accordance with the prevalent regulations) by the employee. Similarly, the Company also contributes to the Provident Fund specified percentage of salary as per the prevalent regulations. Employees have the option to voluntarily contribute a higher amount.

The Company contributed ₹ 29.17 crores (Previous Year - ₹ 25.42 crores) towards Asian Paints Office Provident Fund during the year ended 31st March 2025. The Company contributed ₹ 15.37 crores (Previous Year - ₹ 13.82 crores) towards Asian Paints Factory Employees Provident Fund during the year ended 31st March 2025.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 34 : Employee Benefits (Contd.)

(1) Post-employment benefits (Contd.)

(d) Provident Fund (Contd.)

The details of the Asian Paints Office Provident Fund and plan assets position are given below :

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Present value of benefit obligation at period end	579.36	511.90
Plan assets at period end, at fair value, restricted to Asset recognised in Balance Sheet	579.36	511.90

The details of the Asian Paints Factory Employees Provident Fund and plan assets position are given below:

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Present value of benefit obligation at period end	418.24	370.79
Plan assets at period end, at fair value, restricted to Asset recognised in Balance Sheet	418.24	370.79

Assumptions used in determining the present value obligation of the interest rate guarantee under the Projected Unit Credit Method (PUCM) :

	As at 31.03.2025	As at 31.03.2024
Discounting Rate	6.70%	7.09%
Expected Guaranteed interest rate	8.25%*	8.25%

*Rate announced by Central Board of Trustees of Employees Provident Fund Organisation for the FY 2024-25 and the same is used for valuation purpose. The Trust had provisionally declared interest rate of 8.40% for FY 2024-25.

(2) Other Long term employee benefits :

Annual Leave and Sick Leave assumptions

The liability towards compensated absences (annual leave and sick leave) for the year ended 31st March 2025 based on actuarial valuation carried out by using Projected Accrued Benefit Method resulted in increase in liability by ₹ 28.63 crores (Previous Year- decreased by ₹ 24.51 crores).

(a) Financial Assumptions

Particulars	As at 31.03.2025	As at 31.03.2024
Discount Rate	6.70%	7.09%
Salary increases allowing for Price inflation	All Grades-8%	All Grades-8%

(b) Demographic Assumptions

Particulars	As at 31.03.2025	As at 31.03.2024
Mortality	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate
Employee Turnover	Upto 34yrs - 10.30%, 35-44 yrs - 4.90%, Above 44yrs-1.80%	Upto 34yrs - 10.30%, 35-44 yrs - 4.90%, Above 44yrs-1.80%
Leave Availment Ratio	5%	5%

Note 34 : Employee Benefits (Contd.) :

(3) Employee share based payment plans

During the year ended 31st March 2021, the Company implemented Asian Paints Employee Stock Option Plan 2021 ("2021 Plan"). The plan was approved by the shareholders in the Company's 75th AGM held on 29th June 2021. The 2021 Plan enables grant of stock options to the eligible employees of the Company and its subsidiaries not exceeding 25,00,000 Shares, which is 0.26 % of the paid up equity share capital of the Company as on 12th May 2021. Further, the stock options to any single employee under the Plan shall not exceed 5,00,000 Shares of the Company during the tenure of the Plan, subject to compliance with Applicable Law.

The options granted under 2021 Plan have a maximum vesting period of 4 years. The options granted are based on the performance of the employees during the year of the grant and their continuing to remain in service over the next 3 years. The process for determining the eligibility of employees for the grant of stock options under the 2021 Plan shall be determined by the Nomination and Remuneration Committee (Administrator of the 2021 Plan) in consultation with Managing Director & CEO and based on employee's grade, performance rating and such other criteria as may be considered appropriate. The employees shall be entitled to receive one equity share of the Company on exercise of each stock option, subject to performance of the employees and continuation of employment over the vesting period. The exercise price for stock options granted are at a discount of 50% to the Reference Share Price (the average of the daily high and low of the volume weighted average prices of the Shares quoted on a recognised stock exchange during the 22 trading days preceding the day on which the grant is made) of the shares of the Company as defined under 2021 Plan.

Further, the 2021 Plan replaced the existing Deferred Incentive Scheme (which provided for deferred cash pay-outs based on performance of the employees and satisfaction of vesting conditions). Pursuant to launch of 2021 Plan, the eligible employees were given option to convert existing deferred incentive benefit for FY 2020-21 into ESOPs. Accordingly, stock options were granted to those employees opting for ESOPs.

The Administrator approved secondary purchase of shares equivalent to the options granted in August, 2021 through Asian Paints Employees Stock Ownership Trust ("ESOP Trust" or "Trust") which is shown as treasury shares in the Statement of Changes in Equity.

(a) Details of stock options granted :

	Grant Date	Vesting Date	Options outstanding at the beginning of the year	Options granted during the year	Options exercised during the year	Options forfeited during the year	Options lapsed during the year	Options outstanding at the end of the year	Exercisable at period end	Weighted Average remaining contractual life (years)
Grant 1	16th August 2021	31st March 2024	94,208	-	89,769	119	-	4,320	3,840	0.5
Grant 2	16th August 2021	31st March 2025 and 1st April 2025	1,03,244	-	3,990	-	6,420	92,834	20,470	1
Grant 3	10th February 2022	31st March 2025 and 1st April 2025	3,850	-	73	-	84	3,693	-	1
Grant 4	6th June 2022	31st March 2026 and 1st April 2026	1,31,083	-	1,121	-	6,903	1,23,059	-	2
Grant 5	8th September 2022	31st March 2026 and 1st April 2026	5,968	-	-	-	483	5,485	-	2
Grant 6	19th January 2023	31st March 2026 and 1st April 2026	584	-	-	-	188	396	-	2
Grant 7	31st March 2023	31st March 2026 and 1st April 2026	830	-	-	-	158	672	-	2
Grant 8	27th April 2024	1st April 2027	-	1,90,744	-	-	8,963	1,81,781	-	3

Weighted average exercise price for respective option series towards all the movement including opening and closing outstanding options is same as exercise price on grant date.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 34 : Employee Benefits (Contd.)

(3) Employee share based payment plans

(b) Fair Value of stock options granted :

Fair Value of stock options was calculated using the Black Scholes Model. The key assumptions used for calculating the option fair value are as below :

	Grant Date	Risk free interest rate	Expected life	Expected volatility	Dividend Yield	Fair Value at Grant Date (₹)	Market price at the time of grant of the option (₹)	Exercise price
		Zero Coupon Sovereign Bond Interest Rate equivalent for option life	Tenure to vesting of options and half of exercise period assuming even exercise of options during exercise period	Based on daily volatility for period equivalent for option life	Dividend yield is calculated as dividend paid in last FY divided by current share price			50% of Reference Share Price
Grant 1	16th August 2021	5.07%	3.12 years	34.67%	0.60%	1,685.13	2,987.55	1,518.70
Grant 2	16th August 2021	5.50%	4.12 years	32.17%	0.60%	1,752.87	2,987.55	1,518.70
Grant 3	10th Febuary, 2022	5.57%	3.63 years	33.93%	0.55%	1,884.83	3,228.35	1,632.53
Grant 4	6th June 2022	7.17%	4.32 years	33.76%	0.66%	1,768.00	2,886.90	1,478.00
Grant 5	8th September 2022	7.08%	4.06 years	34.71%	0.56%	2,098.00	3,400.35	1,706.00
Grant 6	19th January 2023	7.22%	3.69 years	34.75%	0.65%	1,769.00	2,945.25	1,505.00
Grant 7	31st March 2023	7.28%	3.50 years	34.59%	0.69%	1,649.00	2,770.50	1,412.00
Grant 8	27th April 2024	7.21%	3.42 years	28.36%	0.93%	1,652.00	2,844.15	1,433.00

During the year, the Company has recognized an expense of ₹ 18.23 crores (31st March 2024 - ₹ 19.37 crores). This is net of recoveries from subsidiaries of ₹ 3.02 crores (31st March 2024 - ₹ 2.47 crores).

Note 35(A) : Disclosure As Per Regulation 34(3) Of The SEBI (Listing Obligations And Disclosure Requirements) Regulations

There are no loans and advances in the nature of loans given to subsidiaries, associates and others and investment in shares of the Company by such parties as at 31st March 2025 and 31st March 2024.

Note 35(B) : Disclosure As Per Section 186 of The Companies Act, 2013

The details of loans, guarantees and investments under Section 186 of the Companies Act, 2013 read with the Companies (Meetings of Board and its Powers) Rules, 2014 are as follows :

(i) Details of Investments made are given in Note 5.

(ii) There are no guarantees issued or loans given by the Company as at 31st March 2025 and 31st March 2024.

NOTE 36(A) : Amalgamation of Sleek International Private Limited and Maxbhumi Developers Limited

The Hon'ble National Company Law Tribunal, Mumbai ('NCLT') approved the Scheme of Amalgamation ('the Scheme') of Maxbhumi Developers Limited (MDL) and Sleek International Private Limited (Sleek), wholly owned subsidiaries of Asian Paints Limited (the Company) with the Company vide order dated 24th January 2025. The Scheme came into effect from 1st March 2025. The appointed date of the Scheme is 1st April 2024. The comparative periods have been restated in accordance with Ind AS 103 - Business Combinations.

(₹ in Crores)

Balance as on 1st April 2023	Sleek	MDL
Property, Plant and Equipment	39.40	-
Right-of-Use Asset	8.93	-
Capital work-in-progress	23.67	-
Goodwill	11.91	-
Other Intangible Assets	30.27	-
Other Financial Assets - Non-current and Current	1.83	5.09
Income Tax Assets (Net)	1.50	0.12
Other Assets - Non-current and Current	13.28	-
Inventories	97.53	-
Trade Receivables	56.01	-
Cash and Cash Equivalents	0.25	1.73
Other Balances with Banks	-	5.75
Lease Liabilities - Non-current and Current	(9.35)	-
Other Financial Liabilities - Non-current and Current	(36.36)	(0.01)
Provisions - Non-current and Current	(5.55)	-
Deferred Tax Liabilities (Net)	-	-
Borrowings	(88.96)	-
Trade Payables	(18.34)	-
Other Liabilities - Non-current and Current	(21.36)	(0.01)
Total Net Assets Acquired (A)	**104.66**	**12.67**
Other equity acquired (B)	**(190.65)**	**(2.88)**
Investments in Sleek and MBL by the Company	234.60	12.05
Add: Impairment loss	95.00	3.50
Gross Investment (post adjustment of impairment (C))	**329.60**	**15.55**
Capital Reserve (A-B-C)	**(34.29)**	**-**

The Scheme has no material impact on the Statement of Profit or Loss of the Company for the current year and previous year.

NOTE 36(B) : Derivative Contract towards future purchase of stake in subsidiary companies:

The Company has entered into agreements for future purchase of stake in subsidiary companies viz., Obgenix Software Private Limited, Weatherseal Fenestration Private Limited and Harind Chemicals and Pharmaceuticals Private Limited. Accordingly, the Company has recognised derivative asset/ (liability) towards these forward contracts. The fair value of such derivative asset / (liability) as on 31st March 2025 and the impact of changes in fair valuation reccognised in the Statement of Profit or Loss is detailed below:

(₹ in Crores)

Name of subsidiary Company	Fair valuation Gain / (Loss)		Derivative Asset/(Liability)	
	Year 2024-25	Year 2023-24	As at 31.03.2025	As at 31.03.2024
Obgenix Software Private Limited	(167.76)	41.21	(132.67)	35.09
Weatherseal Fenestration Private Limited	(1.66)	8.52	4.61	6.27
Harind Chemicals and Pharmaceuticals Private Limited	4.90	-	(7.00)	(11.90)

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Related Party Transactions

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below :

a) Associates :

1) PPG Asian Paints Private Limited

Wholly owned subsidiaries of PPG Asian Paints Private Limited :

a) Revocoat India Private Limited

b) PPG Asian Paints Lanka Private Limited **

2) Obgenix Software Private Limited *

b) Subsidiaries : (where control exists)

Direct Subsidiaries :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Asian Paints Industrial Coatings Limited	India	100.00	100.00
Asian Paints International Private Limited (APIPL)	Singapore	100.00	100.00
Asian Paints (Polymers) Private Limited	India	100.00	100.00
Asian White Cement Holding Limited ^	U.A.E	70.00	70.00
Obgenix Software Private Limited*	India	60.00	60.00
Asian Paints (Nepal) Private Limited	Nepal	52.71	52.71
Weatherseal Fenestration Private Limited	India	51.00	51.00
Harind Chemicals and Pharmaceuticals Private Limited#	India	51.00	51.00
Asian Paints PPG Private Limited	India	50.00	50.00

^ Subsidiary w.e.f. 2nd May 2023.

* Associate upto 22nd June 2023. On 23rd June 2023, the Company acquired further 11% equity share capital of Obgenix Software Private Limited. Accordingly, Obgenix Software Private Limited became a subsidiary of the Company.

Subsidiary w.e.f. 14th February 2024.

** The Company has ceased its business operations during the year 2022-23

Indirect Subsidiaries :

i) Subsidiaries of Asian Paints International Private Limited, Singapore

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Enterprise Paints Limited	Isle of Man, U.K.	100.00	100.00
Universal Paints Limited	Isle of Man, U.K.	100.00	100.00
Asian Paints (Middle East) SPC	Sultanate of Oman	100.00	100.00
Asian Paints Doha Trading W.L.L ^	Qatar	100.00	100.00
Causeway Paints Lanka (Pvt) Ltd	Sri Lanka	99.98	99.98
Asian Paints (Bangladesh) Limited	Bangladesh	95.09	95.09
SCIB Chemicals S.A.E.^^	Egypt	85.60	61.31
Samoa Paints Limited	Samoa	80.00	80.00
Asian Paints (S.I) Limited	Solomon Islands	75.00	75.00
Asian Paints (Vanuatu) Limited	Republic of Vanuatu	60.00	60.00
Kadisco Paint and Adhesive Industry Share Company	Ethiopia	51.00	51.00
Asian Paints (South Pacific) Pte Limited	Republic of Fiji	54.07	54.07
PT Asian Paints Indonesia ^^^	Indonesia	-	100.00
PT Asian Paints Color Indonesia ^^^	Indonesia	-	100.00
A P International Doha Trading W.L.L **	Qatar	-	100.00

^ Subsidiary w.e.f. 5th November 2023.

^^On 26th May 2024, APIPL completed a buyout of 24.3% stake of certain minority shareholders in SCIB Chemicals S.A.E., Egypt, subsidiary of APIPL.

^^^ Asian Paints International Private Limited, Singapore ('APIPL'), subsidiary of the Company divested in PT Asian Paints Indonesia ('PTAPI') & PT Asian Paints Color Indonesia ('PTAPCI'). The said transaction was concluded on 20th March 2025.

** The Company has been voluntarily liquidated on 26th November 2024.

Note 37 : Related Party Transactions (Contd.)

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below (Contd.):

b) Subsidiaries : (where control exists) (Contd.)

ii) Subsidiary of Enterprise Paints Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Nirvana Investments Limited	Isle of Man, U.K.	100.00	100.00

iii) Subsidiary of Nirvana Investments Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Berger Paints Emirates LLC	U.A.E.	100.00	100.00

iv) Subsidiary of Universal Paints Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Berger Paints Bahrain W.L.L.	Bahrain	100.00	100.00

v) Subsidiary of Asian White Cement Holding Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Asian White Inc. FZE**	U.A.E	100.00	100.00

**Subsidiary w.e.f. 26th June 2023

vi) Subsidiary of Harind Chemicals and Pharmaceuticals Private Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024
Nova Surface-Care Centre Private Limited***	India	100.00	100.00

***Subsidiary w.e.f. from 14th February 2024.

c) Key Managerial Personnel :

Name	Designation
Amit Syngle	Managing Director & CEO
R J Jeyamurugan	CFO & Company Secretary
Non-Executive Directors	
Amrita Vakil	Deepak Satwalekar (Chairman - upto 30th September 2023)
Nehal Vakil	R Seshasayee (Chairman - w.e.f. 1st October 2023)
Jigish Choksi (upto 31st March 2025)	Soumitra Bhattacharya (w.e.f 26th October 2023)
Malav Dani	Pallavi Shroff (upto 31st March 2024)
Milind Sarwate	Suresh Narayanan (upto 31st March 2024)
Manish Choksi (Vice Chairman)	Vibha Paul Rishi (upto 31st March 2024)
Ireena Vittal (w.e.f 25th July 2023)	Gopichand Katragadda (w.e.f 1st April 2024)
Late. Ashwin Dani (upto 28th September 2023)	Varun Berry (w.e.f 23rd October 2024)

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Related Party Transactions (Contd.)

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below (Contd.):

d) Names of Close Family Members of Key Managerial Personnel (apart from those who are in employment of the Company) where transactions have taken place during the year :

Aashay Ashish Choksi	Ishwara Hasit Dani	Rupal Anant Bhat
ACC AP Trust	Jalaj Ashwin Dani[$]	Rupen Ashwin Choksi
Ami Manish Choksi	Late. Abhay Arvind Vakil	Sanjay Rishi
Anay Rupen Choksi	Late. Amar Arvind Vakil	Satyen Ashwin Gandhi
Late. Asha Subhash Gujarathi	Late. Ashwin Suryakant Dani[$]	Seema S Katragadda
Ashish Ashwin Choksi[$]	Mahendra Chimanlal Choksi[$]	Late. Shailesh Chimanlal Choksi[$]
Ashwin Ramanlal Gandhi	Manish Mahendra Choksi[$]	Shalinie Syngle
Bhairavi Abhay Vakil	Meghna Satyen Gandhi	Shubhlakshmi Hasit Dani
Binita Ashish Choksi	Mudit Jalaj Dani	Smiti Jalaj Dani
Late. Chandanben Chhotalal Shah	Nyra Varun Vakil	Urvashi Ashwin Choksi
Dipika Amar Vakil	Nysha Rupen Choksi	Vaibhavi Hiren Gandhi
Druhi Ashish Choksi	Prafullika Shailesh Choksi	Vishal Shailesh Choksi
Hasit Ashwin Dani[$]	Ragini Varun Vakil	Vita Jalaj Dani
Hiren Ashwin Gandhi	Rhea Manish Choksi	Vivek Abhay Vakil[$]
Hrishav Varun Vakil	Richa Manish Choksi	
Ina Ashwin Dani	Rita Mahendra Choksi	

[$]includes HUF of which he is the karta

e) Close family members of Key Managerial Personnel who are under the employment of the Company and with whom transactions have taken place during the year :

Varun Vakil [++]

[++] includes HUF of which he is the karta

f) Entities where Key Managerial Personnel / Close family members of Key Managerial Personnel have control/ significant influence and where transactions have taken place or balance is outstanding during the year :

Addverb Technologies Ltd.	Hitech Specialities Solutions Ltd.^^	Ricinash Renewable Materials Pvt. Ltd.
Ankleshwar Industrial Development Society	Hydra Trading Pvt. Ltd.	Rupen Investment and Industries Pvt. Ltd.
AR Interact^^	Jalaj Trading and Investment Company Pvt. Ltd.	Sattva Holding and Trading Pvt. Ltd.
Asteroids Trading and Investments Pvt. Ltd.	Jaldhar Investments and Trading Company Pvt. Ltd.	Satyadharma Investments and Trading Company Pvt. Ltd.
Castle Investment & Industries Pvt. Ltd.	Lambodar Investments and Trading Company Ltd.	Shardul Amarchand Mangaldas & Co. ^
Centaurus Trading and Investments Pvt. Ltd.	Lyon Investment and Industries Pvt. Ltd.	Stack Pack Ltd.
Dani Finlease Pvt. Ltd.	Murahar Investments and Trading Company Ltd.	Smiti Holding and Trading Company Pvt. Ltd.
Doli Trading and Investments Pvt. Ltd.	Navbharat Packaging Industries Pvt. Ltd.	Sudhanva Investments and Trading Company Pvt.Ltd.
Elcid Investments Ltd.	Nehal Trading and Investments Pvt. Ltd.	Suptaswar Investments and Trading Company Ltd.
ELF Trading and Chemical Manufacturing Pvt. Ltd.	Paladin Paints and Chemicals Pvt. Ltd.^^	Tru Trading and Investments Pvt. Ltd.
Geetanjali Trading and Investments Pvt. Ltd.	Piramal Swasthya Management and Research Institute	Unnati Trading and Investments Pvt. Ltd.
Gujarat Organics Pvt. Ltd.	Rayirth Holding and Trading Company Pvt. Ltd.	Upnishad Trustee Advisory Services Pvt. Ltd.
Hiren Holdings Pvt. Ltd.	Resins and Plastics Ltd.	Vikatmev Containers Ltd.
Hitech Corporation Ltd.	Riash Renewable Materials Pvt. Ltd.	

^ Related Party upto 31st March 2024.

^^ Transactions upto 31st March 2024.

Note 37 : Related Party Transactions (Contd.)

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below (Contd.):

g) Other entities where significant influence exist :

i) Post employment-benefit plan entity :

Asian Paints (I) Limited Employees' Gratuity Fund

ii) Other :

Asian Paints Office Provident Fund (Employee benefit plan)

Asian Paints Factory Employees' Provident Fund (Employee benefit plan)

Asian Paints Management Cadres' Superannuation Scheme (Employee benefit plan)

Terms and conditions of transactions with related parties :

1. The Company has been entering into transactions with related parties for its business purposes. The process followed for entering into transactions with related party is same as followed for unrelated party. Vendors are selected competitively having regard to strict adherence to quality, timely servicing and cost advantage. Further related party vendors provide additional advantages in terms of :
   (a) Supplying products primarily to the Company,
   (b) Advanced and innovative technology,
   (c) Customization of products to suit the Company's specific requirements, and
   (d) Enhancement of the Company's purchase cycle and assurance of just in time supply with resultant benefits - notably on working capital.
2. The purchases from and sales to related parties are made on terms equivalent to and those applicable to all unrelated parties on arm's length transactions. Outstanding balances payable and receivable at the year-end are unsecured, interest free and will be settled in cash.
3. During the year ended 31st March 2025, the Company has recognised an amount of ₹ 10.79 crores due from its subsidiaries and associates (Previous year - ₹ 0.09 crores) as provision for doubtful receivables in Statement of Profit and Loss. As at 31st March 2025, the provision for doubtful receivables from its subsidiaries and associates is ₹ 17.78 crores (Previous year - ₹ 6.99 crores). The Company has not recovered any amount out of provision for doubtful receivables provided in earlier years (Previous year - ₹ 0.37 crores).

   During the year ended 31st March 2025, the Company has written off an amount of ₹ 24,840/- against doubtful receivables (Previous year - ₹ 0.04 crores).

   The assessment of receivables is undertaken in each financial year through examining the financial position of related parties, the market and regulatory environment in which related parties operate and is in accordance with the accounting policy of the Company.

Compensation of key managerial personnel of the Company :

(₹ in Crores)

Particulars	Year 2024-25	Year 2023-24
Short-term employee benefits	23.74	30.45
Post-employment benefits	-	0.04
Other long-term benefits	-	-
Termination benefits	-	-
Share-based payments	-	-
Total compensation paid to key managerial personnel	**23.74**	**30.49**

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of associate companies :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
PPG Asian Paints Private Limited	Revenue from Sale of Products	2.19	0.34	4.03	1.29
	Revenue from Sale of Services	-	(0.03)	-	-
	Purchase of Goods	1.05	0.14	1.34	0.88
	Processing Income	1.14	0.21	1.98	1.87
	Royalty Income	3.42	0.32	3.56	0.29
	Other Non Operating Income	4.49	0.94	4.62	(0.14)
	Reimbursement of Expenses Received	4.66	2.74	4.66	0.87
	Reimbursement of Expenses Paid	0.86	0.02	-	-
	Sale of Assets	#	#	0.18	-
	Dividend received	115.50	-	108.37	-
Revocoat India Private Limited	Other Non Operating Income	0.11	0.02	0.05	0.01
	Reimbursement of Expenses Received	0.12	0.02	0.06	0.01
Obgenix Software Private Limited *	Purchase of Goods	-	-	0.03	-
	Royalty Income	-	-	0.03	-
	Other Non Operating Income	-	-	0.62	-
	Reimbursement of Expenses Received	-	-	0.26	-

* The transactions with Obgenix Software Private Limited for FY 23-24 is for the period upto 22nd June 2023 during which it was an associate.

Details of transactions with and balances outstanding of subsidiary companies :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian Paints PPG Private Limited	Revenue from Sale of Products	10.06	2.25	11.03	2.85
	Purchase of Goods	7.77	0.66	24.87	1.26
	Processing Income	39.19	4.48	36.38	4.66
	Royalty Income	22.72	6.69	20.50	5.69
	Other Non Operating Income	6.46	0.67	5.41	0.60
	Services Received	0.44	0.04	0.56	0.16
	Reimbursement of Expenses Received	3.07	1.09	3.57	0.37
	Reimbursement of Expenses Paid	0.34	0.04	0.08	-
	Sale of Assets	-	-	0.07	0.07
Asian Paints Industrial Coatings Limited	Other Non Operating Income	0.04	0.04	0.04	0.04
	Reimbursement of Expenses Received	1.06	0.80	0.65	0.57
	Reimbursement of Expenses Paid	2.27	0.79	1.96	0.43
Weatherseal Fenestration Private Limited	Revenue from Sale of Products	-	-	0.10	-
	Purchase of Goods	11.61	(0.11)	7.36	(0.33)
	Royalty Income	0.54	0.11	0.11	0.04
	Other Non Operating Income	1.72	0.81	3.63	1.25
	Reimbursement of Expenses Received	5.09	1.33	0.30	0.12

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of subsidiary companies : (Contd.)

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian Paints (Polymers) Private Limited	Other Non Operating Income	5.77	0.69	2.82	0.52
	Reimbursement of Expenses Received	2.58	0.19	3.43	0.16
	Equity Infusion	500.00	-	100.00	-
Obgenix Software Private Limited **	Purchase of Goods	22.29	0.40	20.86	9.04
	Royalty Income	0.30	0.11	0.19	0.04
	Other Non Operating Income	1.05	0.49	2.73	0.29
	Reimbursement of Expenses Received	10.13	6.54	1.19	0.54
Harind Chemicals and Pharmaceutical Private Limited	Purchase of Goods	10.54	1.71	1.28	1.60
	Other Non Operating Income	0.13	0.04	-	-
	Reimbursement of Expenses Received	0.38	0.02	0.05	0.03
	Dividend received	3.70	-	-	-
Nova Surface Care Centre Private Limited	Services Received	0.01	-	-	-
Asian Paints (Bangladesh) Limited	Revenue from sale of products	9.20	3.44	9.99	2.63
	Royalty Income	11.08	11.08	12.01	24.38
	Other non operating income	0.02	0.02	-	#
	Reimbursement of Expenses Received	0.25	0.34	0.21	0.32
	Reimbursement of Expenses Paid	0.17	0.32	0.24	0.31
Asian Paints (Middle East) SPC	Revenue from sale of products	0.99	0.39	1.38	0.25
	Royalty Income	7.08	7.08	6.57	6.54
	Other non operating income	#	#	0.01	0.01
	Reimbursement of Expenses Received	0.29	0.16	0.30	0.15
	Reimbursement of Expenses Paid	0.26	-	0.13	0.13
Asian Paints (Nepal) Private Limited	Revenue from sale of products	10.67	3.50	9.35	2.01
	Royalty Income	11.11	18.24	11.00	23.01
	Other non operating income	0.51	0.53	0.36	0.39
	Reimbursement of Expenses Received	2.95	2.94	2.54	3.14
	Reimbursement of Expenses Paid	0.08	0.08	0.05	-
	Issue of Materials as free sample	0.02	-	0.01	-
	Dividend Received	6.40	6.40	14.22	-
Asian Paints (S.I) Limited	Royalty Income	0.40	0.22	0.42	0.41
Asian Paints (South Pacific) Pte Limited	Revenue from sale of products	0.22	-	0.34	0.16
	Royalty Income	2.86	1.45	2.69	2.66
	Other non operating income	0.01	#	0.01	0.01
	Reimbursement of Expenses Received	0.13	0.02	0.26	0.37
	Reimbursement of Expenses Paid	-	-	0.10	-
Asian Paints (Vanuatu) Limited	Royalty Income	0.16	0.07	0.17	0.17

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of associate companies:

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian Paints International Private Limited	Royalty Income	13.44	13.44	11.09	11.10
	Other non operating income	3.79	1.74	4.55	2.11
	Reimbursement of Expenses Received	6.62	6.13	4.16	3.64
	Reimbursement of Expenses Paid	0.03	-	0.08	0.06
	Sitting Fees Received (from subsidiaries for nominee directors)	0.43	0.43	0.41	0.41
	Equity Infusion	197.94	-	-	-
Berger Paints Bahrain W.L.L.	Revenue from sale of products	0.33	0.19	0.53	0.09
	Other non operating income	#	-	-	-
	Reimbursement of Expenses Received	0.12	0.03	0.16	0.08
	Reimbursement of Expenses Paid	0.02	-	#	-
Berger Paints Emirates LLC	Revenue from sale of products	1.83	0.86	2.74	1.91
	Other non operating income	0.07	0.07	#	#
	Services Received	2.97	0.52	2.72	-
	Reimbursement of Expenses Received	2.83	1.84	2.43	3.01
	Reimbursement of Expenses Paid	0.31	0.13	0.24	0.01
Causeway Paints Lanka (Pvt) Ltd.	Revenue from sale of products	5.95	1.01	3.15	2.07
	Royalty Income	8.66	8.66	6.89	6.89
	Other non operating income	0.01	#	#	#
	Services Received	1.19	0.22	0.79	0.50
	Reimbursement of Expenses Received	0.72	0.44	0.90	0.29
	Reimbursement of Expenses Paid	0.01	-	0.09	0.04
Kadisco Paint and Adhesive Industry Share Company	Revenue from sale of products	0.01	-	-	-
	Royalty Income	9.03	-	-	-
	Other non operating income	0.07	-	-	-
	Reimbursement of Expenses Received	0.96	-	-	-
	Reimbursement of Expenses Paid	(0.15)	0.17	(0.02)	0.34
PT Asian Paints Indonesia***	Revenue from sale of products	0.19	-	2.17	1.91
	Royalty Income	1.39	-	2.59	4.77
	Reimbursement of Expenses Received	0.75	-	0.57	0.34
	Reimbursement of Expenses Paid	0.11	-	0.03	-
	Purchase of Goods	0.02	-	-	-
Samoa Paints Limited	Royalty Income	0.26	0.55	0.29	0.42
SCIB Chemicals S.A.E.	Purchase of Goods	-	-	0.27	-
	Royalty Income	9.54	9.44	8.76	20.50
	Other Non operating income	0.01	-	0.01	0.01
	Reimbursement of Expenses Received	0.54	0.24	0.45	0.57
	Reimbursement of Expenses Paid	0.04	0.02	0.44	0.42
Asian White Inc. FZE	Other non operating income	0.04	0.04	0.42	0.43
	Reimbursement of Expenses Received	0.09	0.06	0.30	0.25
	Reimbursement of Expenses Paid	#	-	0.64	0.64

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of associate companies : (Contd.)

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian White Cement Holding Limited	Reimbursement of Expenses Received	0.28	0.20	-	-
	Reimbursement of Expenses Paid	0.12	0.12	-	-
	Services Received	0.96	0.60	-	-
	Equity Infusion	-	-	94.73	-
Asian Paints Doha Trading W.L.L	Reimbursement of Expenses Received	0.01	0.01	-	-

** The transactions with Obgenix Software Private Limited for FY 23-24 is from the period it became a subsidiary of the Company.

***The transanctions reported with PT Asian Paints Indonesia are until 20th March 2025 post which it has ceased to be a related party.

The Company has issued letters of awareness to banks/ financial institutions with respect to loans taken by certain international subsidiary companies. There has been no guarantee given or provided to any related party.

Additionally, the Company has issued letter to the Board of APIPL informing its commitment to provide support to the subsidiary to meet its obligations, as and when they fall due including additional funding that may be necessitated to meet the approved business plan for FY 2024-25.

Details of transactions with and balances outstanding of Key Managerial Personnel / Close Family Member of Key Managerial Personnel :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Amit Syngle	Remuneration ^	11.20	-	18.82	8.82
	Dividend paid	#	-	#	-
R J Jeyamurugan	Remuneration ^^	5.32	-	4.31	-
	Dividend paid	#	-	-	-
Amrita Vakil	Remuneration	0.64	0.42	0.56	0.43
	Dividend paid	8.32	-	6.78	-
Late. Ashwin Dani	Retiral benefits	-	-	0.04	-
	Remuneration	-	-	0.23	0.21
	Dividend paid	-	-	4.49	-
Deepak Satwalekar	Remuneration	-	-	0.27	0.25
Jigish Choksi	Remuneration	0.56	0.42	0.56	0.42
	Dividend paid	6.46	-	5.27	-
Malav Dani	Remuneration	0.66	0.44	0.58	0.45
	Dividend paid	11.83	-	8.90	-
Manish Choksi	Remuneration	0.79	0.46	0.63	0.46
	Dividend paid	7.74	-	6.31	-
Milind Sarwate	Remuneration	0.73	0.48	0.65	0.48
	Dividend paid	#	-	#	-
Nehal Vakil	Remuneration	0.57	0.42	0.54	0.42
	Dividend paid	18.59	-	15.15	-
Pallavi Shroff	Remuneration	-	-	0.58	0.42
R Seshasayee	Remuneration	0.86	0.50	0.66	0.47
	Dividend paid	#	-	#	-
Suresh Narayanan	Remuneration	-	-	0.62	0.46

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of Key Managerial Personnel / Close Family Member of Key Managerial Personnel : (Contd.)

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Vibha Paul Rishi	Remuneration	-	-	0.69	0.45
Ireena Vittal	Remuneration	0.67	0.44	0.43	0.28
Soumitra Bhattacharya	Remuneration	0.88	0.46	0.32	0.18
Gopichand Katragadda	Remuneration	0.61	0.44	-	-
Varun Berry	Remuneration	0.25	0.18	-	-
	Dividend paid	#	-	-	-
Varun Vakil (Close Family Members of KMP)	Remuneration	1.17	-	1.07	-
	Dividend paid	24.13	-	19.66	-
Rupal Anant Bhat (Close Family Members of KMP)	Revenue from sale of products & services	0.20	-	0.05	(0.02)
	Dividend paid	6.23	-	5.08	-
Others *	Dividend paid	244.88	-	195.78	-

^ Remuneration does not include :
Stock options (Year 2024-25 - NIL, Year 2023-24 - ₹ 8.82 crores) which will be subject to vesting conditions in accordance with the 2021 plan.

^^ Remuneration does not include :
Stock options (Year 2024-25 - ₹ 0.61 crores, Year 2023-24 - ₹ 0.59 crores) which will be subject to vesting conditions in accordance with the 2021 plan.

* Dividend paid to Close Family Members of Key Managerial Personnel has been shown under others, which are less than 10% of overall dividend paid to Related parties.

Details of transactions with and balances outstanding of Entities Controlled/ Significantly Influenced by Key Managerial Personnel / Close Family Members of Key Managerial Personnel :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
AR Interact	Issue of gift vouchers under marketing Schemes	-	#	#	#
Addverb Technologies Ltd.	Services Received	0.01	0.03	0.02	0.03
Ankleshwar Industrial Development Society	Corporate Social Responsibility Expenses	0.04	-	0.09	(0.01)
	Services Received	0.15	(0.01)	0.15	-
ELF Trading And Chemical Manufacturing Pvt. Ltd.	Revenue from sale of products & services	-	0.02	1.06	0.03
	Dividend paid	6.83	-	5.57	-
Hitech Corporation Ltd.	Purchase of goods & Services	428.58	106.96	451.41	110.38
Hitech Specialities Solutions Ltd.	Purchase of goods	-	-	0.02	-
Navbharat Packaging Industries Pvt. Ltd.	Purchase of goods	4.85	0.27	3.58	0.22
Paladin Paints And Chemicals Pvt. Ltd.	Purchase of goods	-	#	-	#

Note 37 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of Entities Controlled/ Significantly Influenced by Key Managerial Personnel / Close Family Members of Key Managerial Personnel : (Contd.)

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Piramal Swasthya Management and Research Institute	Corporate Social Responsibility Expenses	2.76	-	3.51	-
Resins and Plastics Ltd.	Purchase of goods	7.29	0.56	5.87	1.72
Ricinash Renewable Materials Pvt. Ltd.	Purchase of goods	13.19	0.09	11.63	-
Shardul Amarchand Mangaldas & Co. *	Services Received	-	-	0.38	0.31
Stack Pack Ltd.	Purchase of goods	13.81	2.23	12.44	1.08
Vikatmev Containers Ltd.	Purchase of goods	16.20	1.44	17.91	1.59
	Dividend paid	0.36	-	0.29	-
Riash Renewable Materials Pvt. Ltd.	Revenue from sale of products & services	1.67	-	0.73	(1.31)
Sattva Holding and Trading Private Limited	Dividend paid	177.52	-	144.64	-
Smiti Holding And Trading Company Private Limited	Dividend paid	167.73	-	146.10	-
Hydra Trading Private Limited	Revenue from sale of products & services	0.08	(0.01)	-	-
Others **	Dividend paid	954.90	-	768.64	-

* Related Party upto 31st March 2024.

** Dividend paid to Entities Controlled/Significantly influenced by Directors/Close Family Members of Directors has been shown under others, which are less than 10% of overall dividend paid to Related parties.

Details of transactions with and balances outstanding for other entities where significant influence exist :

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian Paints (I) Limited Employees' Gratuity Fund *	Contributions during the year (includes Employees' share and contribution)	23.00	-	19.10	-
Asian Paints Office Provident Fund**	Contributions during the year (includes Employees' share and contribution)	79.44	6.86	65.72	5.77
Asian Paints Factory Employees' Provident Fund**	Contributions during the year (includes Employees' share and contribution)	49.26	4.14	42.21	3.68

*The Company pays to the employees on behalf of Trust which is subsequently reimbursed by the Trust.

** In addition to the above, the Company has received ₹1.98 Crores from Asian Paints Office Provident Fund and ₹1.61 Crores from Asian Paints Factory Employees' Provident Fund towards reimbursement of interim distribution from IL&FS Financial Services Limited Bonds.

All the amounts reported in Note 37 are inclusive of GST wherever applicable.

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 38 : Segment Reporting

The Company is primarily engaged in the business of 'Paints and Home Decor'. There is no separate reportable segment as per Ind AS 108 - Operating Segments.

Note 39 : Corporate Social Responsibility Expenses

A. Gross amount required to be spent by the Company during the year 2024-25 - ₹ 108.75 crores (2023-24 - ₹ 90.81 crores)

B. Amount spent during the year on :

(₹ in Crores)

	Year 2024-25			Year 2023-24		
	In cash*	Yet to be paid in cash	Total	In cash*	Yet to be paid in cash	Total
i Construction/Acquisition of any assets	-	-	-	-	-	-
ii Purposes other than (i) above	102.06	6.75	108.81	86.87	4.17	91.04
	102.06	**6.75**	**108.81**	**86.87**	**4.17**	**91.04**

C. Related party transactions in relation to Corporate Social Responsibility : **2.80** | **3.60**

D. Provision movement during the year :

Opening provision	-	-
Addition during the year	-	-
Utilised during the year	-	-
Closing provision	-	-

* Represents actual outflow during the year

E. Amount earmarked for ongoing project:

(₹ in Crores)

	Year 2024-25			Year 2023-24		
	With Company	In Separate CSR Unspent A/c	Total	With Company	In Separate CSR Unspent A/c	Total
Opening balance	-	-	-	-	**0.88**	**0.88**
Amount required to be spent during the year	-	-	-	-	-	-
Transfer to Separate CSR Unspent A/c	-	-	-	-	-	-
Amount spent during the year	-	-	-	-	(0.88)	(0.88)
Closing balance	**-**	**-**	**-**	**-**	**-**	**-**

There is no unspent amount at the end of the year to be deposited in specified fund of Schedule VII under section 135(5) of the Companies Act, 2013.

F. Details of excess amount spent

(₹ in Crores)

	Opening Balance	Amount required to be spent during the year	Amount spent during the year	Closing Balance
Details of excess amount spent	0.45	108.75	108.81	**0.51**

G. Nature of CSR activities undertaken by the Company

The CSR initiatives of the Company aim towards inclusive development of the communities largely around the vicinity of its plants and registered office and at the same time ensure environmental protection through a range of structured interventions in the areas of :

(i) creating employability & enhancing the dignity of the painter/ carpenter/ plumber community

(ii) focus on water conservation, replenishment and recharge

(iii) enabling access to quality primary health care services

(iv) disaster relief measures.

Note 40 : Exceptional Item

(₹ in Crores)

	As at 31.03.2025
1. Impairment loss on investment in subsidiary companies (Refer note (a))	201.84
2. Fair valuation loss on derivative contracts for future stake purchases in subsidiary companies (Refer note (b))	177.79
	379.63

a) The Company has made an assessment of the recoverable value of investment in its subsidiaries taking into account the past business performance, prevailing business conditions and revised expectations of the future performance.

i. The recoverable value of investment in Obgenix Software Private Limited is the value in use determined as per discounted cash flow method. The discount rate used is 15.1%. Accordingly, an impairment provision of ₹ 188.88 crores was recognized in the Statement of Profit and loss.

ii. The recoverable value of investment in Weatherseal Fenestration Private Limited is the value in use determined as per discounted cash flow method. The discount rate used is 19.9%. Accordingly, an impairment provision of ₹ 12.96 crores was recognized in the Statement of Profit and loss.

b) Consequently, the Company has recognized fair valuation loss on derivative contract for future stake purchase in White teak and Weatherseal of ₹ 167.76 crores and ₹ 10.03 crores respectively in the Statement of Profit and loss. (Refer Note 36(B)).

Note 41: Additional regulatory information required by Schedule III to the Companies Act, 2013

(i) Details of struck off companies with whom the Company has transaction during the year or outstanding balance as on Balance Sheet date :

(₹ in Crores)

Name of Struck off Company	Nature of transactions with struck off Company	As at 31.03.2025	As at 31.03.2024
K.A.S. Housing Private Limited [1] [2]	Receivables	0.01	0.01
Citi Square Modular Industries Private Limited [1] [2]	Receivables	0.09	0.09
D.R. Retails Private Limited [1] [2]	Receivables	0.01	0.01
Tirupati Suppliers Private Limited [1] [2]	Receivables	0.25	0.25
B.F. Fashions Private Limited	Receivables	0.12	0.22
Vanshika Tours And Travels Private Limited	Payables	(0.01)	(0.01)
Khatushyam Engineers Private Limited [2]	Payables	(0.01)	(0.01)
Swarna Homes Private Limited	Payables	0.04	0.04
Cocina 9 International Private Limited	Payables	-	#
Fairgrowth Investments Limited	Unclaimed Dividend	#	#
Unicon Fincap Private Limited	Unclaimed Dividend	#	#
Empyrean Consultant Private Limited	Unclaimed Dividend	0.01	0.01
Fairtrade Securities Limited	Unclaimed Dividend	#	#
Mulraj Holdings & Finance Private Limited	Unclaimed Dividend	#	#
Fairgrowth Financial Services Limited	Unclaimed Dividend	0.01	0.01
Kinnari Investments Private Limited	Unclaimed Dividend	0.01	0.01
Alliance Invest And Finance Private Limited	Unclaimed Dividend	-	#
Chinmaya Estates Private Limited	Unclaimed Dividend	-	#
Optimist Finvest And Trading Private Limited	Unclaimed Dividend	-	#
Safna Consultancy Private Limited [3]	Unclaimed Dividend	-	#

[1] The Company has made provision for doubtful debts for the balances.

[2] There were no new transactions with these companies during the year.

[3] The Company was struck off in FY 23-24 is now active in FY 24-25

Notes to the Standalone Financial Statements (Contd.)

for the year ended 31st March 2025

Note 41: Additional regulatory information required by Schedule III to the Companies Act, 2013 (Contd.)

(i) Details of struck off companies with whom the Company has transaction during the year or outstanding balance as on Balance Sheet date : (Contd.)

Below struck off companies are shareholders holding equity shares of the Company as on balance sheet date

Name of Struck off Company	Nature of transactions with struck off Company
Shanti Credit and Holdings Private Limited	Shares held by struck off Company
Unicon Fincap Private Limited	Shares held by struck off Company
Siddha Papers Private Limited	Shares held by struck off Company
Fairgrowth Investments Limited	Shares held by struck off Company
Fairgrowth Financial Services Limited	Shares held by struck off Company
Empyrean Consultant Private Limited	Shares held by struck off Company
Aloke Speciality Machines And Components Private Limited	Shares held by struck off Company
Fairtrade Securities Limited	Shares held by struck off Company
Safna Consultancy Private Limited [3]	Shares held by struck off Company

None of the above mentioned struck off companies are related party of the Company.

(ii) The Company does not have any benami property held in its name. No proceedings have been initiated on or are pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(iii) The Company has not been declared wilful defaulter by any bank or financial institution or other lender or government or any government authority.

(iv) The Company has complied with the requirement with respect to number of layers as prescribed under section 2(87) of the Companies Act, 2013 read with the Companies (Restriction on number of layers) Rules, 2017.

(v) Utilisation of borrowed funds and share premium

I The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall :

(a) Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or

(b) Provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries

II The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall :

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries

(vi) There is no income surrendered or disclosed as income during the year in tax assessments under the Income Tax Act, 1961 (such as search or survey), that has not been recorded in the books of account.

(vii) The Company has not traded or invested in crypto currency or virtual currency during the year.

(viii) The Company does not have any charges or satisfaction of charges which is yet to be registered with Registrar of Companies beyond the statutory period.

Note 42 :

A competitor of the Company had filed a complaint with the Competition Commission of India (CCI) alleging the Company to be hindering its entry in the decorative paints market by virtue of unfair use of the Company's position of dominance in the market. The CCI had passed a prima facie Order dated 14th January 2020 directing the Director General ("DG") to conduct an investigation against the Company under the provisions of the Competition Act, 2002. The DG submitted a detailed report to the CCI. Based on the findings of the DG's report and after hearing both the parties, the CCI passed a favourable order on 8th September 2022 dismissing the allegations relating to abuse of dominance and anti-competitive agreements made by the competitor. The competitor has now filed an appeal against CCI's order before the National Company Law Appellate Tribunal. The said appeal is pending for part heard.

Note 43 :

The Financial Statements are reviewed and recommended by the Audit Committee on 7th May 2025 and subsequently approved by the Board of Directors at their meeting held on 8th May 2025.

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Independent Auditor's Report

To The Members of Asian Paints Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying Consolidated Financial Statements of Asian Paints Limited (the "Parent") and its subsidiaries, (the Parent and its subsidiaries together referred to as the "Group") which includes the Group's share of profit in its associates, which comprise the Consolidated Balance Sheet as at 31st March 2025, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year ended on that date, and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of reports of the other auditors on separate financial statements of the subsidiaries and associates referred to in the Other Matters section below, the aforesaid Consolidated Financial Statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31st March 2025, and their consolidated profit, their consolidated total comprehensive income, their Consolidated Cash Flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the Consolidated Financial Statements in accordance with the Standards on Auditing ("SAs") specified under section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Consolidated Financial Statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the Other Matters section below, is sufficient and appropriate to provide a basis for our audit opinion on the Consolidated Financial Statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Consolidated Financial Statements of the current period. These matters were addressed in the context of our audit of the Consolidated Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Key Audit Matter	Auditor's Response
Revenue recognition – the Parent (Refer note 1.4 (e) and 22A of the Consolidated Financial Statements)	
Revenue is one of the key profit drivers and is therefore susceptible to misstatement. Cut-off is the key assertion insofar as revenue recognition is concerned, since an inappropriate cut-off can result in material misstatement of results for the year.	Our audit procedures with regard to revenue recognition, included testing controls, automated and manual, around dispatches / deliveries, inventory reconciliations and circularization of receivable balances, testing of cut-offs and performing analytical review procedures.
Impairment of goodwill in Consolidated Financial Statements (Refer note 1.5 (d) and Note 4A of the Consolidated Financial Statements)	
The Consolidated Financial Statements reflect goodwill on acquisition / consolidation of ₹ 219.58 crores. Goodwill is tested annually for impairment. The Parent and the relevant subsidiaries have estimated the recoverable amount of the Cash Generating Unit (CGU) to which the goodwill is allocable based on Value-in-Use (ViU).	Our audit procedures to the extent the goodwill is recognised in the Standalone Financial Statements of the Parent included as follows, We tested the design, implementation and operating effectiveness of controls over Goodwill impairment review, including those over forecast of future cash flows and the selection of the discount rate and long term growth rate.
Key Audit Matter	**Auditor's Response**
The determination of recoverable amount of goodwill based on value-in-use , involves significant estimates and judgement in determining the assumptions such as Revenue growth, operating margins, and in determining the valuation assumptions relating to discount rates and long-term growth rate applied to estimated future cash flows. These assumptions are sensitive to reasonable possible changes including economic uncertainties and therefore considered as a key audit matter. The key assumptions applied in the impairment reviews are described in note 4A of the Consolidated Financial Statements.	We evaluated management's ability to accurately forecast future cashflows by comparing actual results to management's historical forecasts. We evaluated the reasonableness of future forecast by comparing the forecast to historical financial performance, internal communication to management and Board of Directors. With the assistance of fair value specialists, we evaluated the reasonableness of discount rate and long-term growth rate. We also assessed the sensitivity of the recoverable amount to the changes in the key assumptions used. To the extent, goodwill relates to the subsidiaries, component auditor has tested the Value-in-Use calculations for compliance with generally accepted methodologies, evaluated reasonableness of management's estimates of key assumptions (discount rates, growth rates and operating margins) based on historical performance, their knowledge of the CGUs' operations and environment and general economic forecasts, and performed sensitivity analyses to assess the impact of reasonably possible changes in estimates on the recoverable amount of the CGUs. We reviewed the work performed by the component auditors and sought information and explanations from the component auditors, as considered, necessary.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Parent's Board of Directors is responsible for the other information. The other information comprises the information included in the Board's report and Business responsibility report, but does not include the Consolidated Financial Statements, Standalone Financial Statements and our auditor's report thereon.
- Our opinion on the Consolidated Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the Consolidated Financial Statements, our responsibility is to read the other information, compare with the financial statements of the subsidiaries and associates audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the Consolidated Financial Statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries and associates, is traced from their financial statements audited by the other auditors.
- If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Consolidated Financial Statements

The Parent's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Consolidated Financial Statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, Consolidated Cash Flows and consolidated changes in equity of the Group including its Associates in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. The respective Board of Directors of the companies included in the Group and of its associates are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and its associates and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and

Independent Auditor's Report (Contd.)

prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the Consolidated Financial Statements by the Directors of the Parent, as aforesaid.

In preparing the Consolidated Financial Statements, the respective Management and Board of Directors of the companies included in the Group and of its associates are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associates are also responsible for overseeing the financial reporting process of the Group and of its associates.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Consolidated Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also :

- Identify and assess the risks of material misstatement of the Consolidated Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Parent has adequate internal financial controls with reference to Consolidated Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Consolidated Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Consolidated Financial Statements, including the disclosures, and whether the Consolidated Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group and its associates to express an opinion on the Consolidated Financial Statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of entities or business activities included in the Consolidated Financial Statements of which we are the independent auditors. For the other entities or business activities included in the Consolidated Financial Statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the Consolidated Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Consolidated Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Consolidated Financial Statements.

We communicate with those charged with governance of the Parent and such other entities included in the Consolidated Financial Statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Consolidated Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

We did not audit the financial statements / consolidated financial information of 22 subsidiaries, whose financial statements / consolidated financial information reflect total assets of ₹ 3,141.56 crores as at 31st March 2025, total revenues of ₹ 3,075.77 crores and net cash outflows amounting to ₹ 264.25 crores for the year ended on that date, as considered in the Consolidated Financial Statements. The Consolidated Financial Statements also include the Group's share of net profit of ₹ 0.96 crores for the year ended 31st March 2025, as considered in the Consolidated Financial Statements, in respect of 2 associates, whose financial statements / consolidated financial information have not been audited by us. These financial statements / Consolidated Financial Statements / consolidated financial information have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the Consolidated Financial Statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and associates, and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries and associates is based solely on the reports of the other auditors.

Our opinion on the Consolidated Financial Statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the financial statements/ consolidated financial information of the subsidiaries and associates referred to in the Other Matters section above we report, to the extent applicable that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid Consolidated Financial Statements.

   b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid Consolidated Financial Statements have been kept by the Group and its associates including relevant records so far as it appears from our examination of those books, and the reports of the other auditors.

   c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the Consolidated Financial Statements.

   d) In our opinion, the aforesaid Consolidated Financial Statements comply with the Ind AS specified under Section 133 of the Act.

Independent Auditor's Report (Contd.)

e) On the basis of the written representations received from the directors of the Parent as on 31st March 2025 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies and associate companies incorporated in India, none of the directors of the Group companies, associate companies incorporated in India is disqualified as on 31st March 2025 from being appointed as a director in terms of Section 164 (2) of the Act.

f) With respect to the adequacy of the internal financial controls with reference to Consolidated Financial Statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent, subsidiary companies and associate companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to Consolidated Financial Statements of those companies.

g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Parent to its directors during the year is in accordance with the provisions of section 197 of the Act.

h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us :

i) The Consolidated Financial Statements disclose the impact of pending litigations on the consolidated financial position of the Group and its associates.

ii) The Group and its associates did not have any material foreseeable losses on long-term contracts including derivative contracts.

iii) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Parent.

iv) (a) The respective Managements of the Parent, its subsidiaries and associates which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries and associates respectively that, to the best of their knowledge and belief, as disclosed in the notes to the Consolidated Financial Statements, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent or any of such subsidiaries, and associates to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent or any of such subsidiaries and associates ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(b) The respective Managements of the Parent and its subsidiaries and associates which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries and associates respectively that, to the best of their knowledge and belief, as disclosed in the notes to the Consolidated Financial Statements, no funds have been received by the Parent or any of such subsidiaries and associates from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent or any of such subsidiaries and associates shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries and associates which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

v) The final dividend proposed in the previous year, declared and paid by the Parent and its associate which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable, during the year is in accordance with section 123 of the Act, as applicable.

The interim dividend declared and paid by the Parent and its associate during the year and until the date of this report is in accordance with section 123 of the Act, as applicable.

The Board of Directors of the Parent (as stated in Note 13) and its associate which are companies incorporated in India, whose financial statements have been audited under the Act, where applicable have proposed final dividend for the year which is subject to the approval of the members of the Parent and such associate at the ensuing respective Annual General Meetings. Such dividend proposed is in accordance with section 123 of the Act, as applicable.

vi) Based on our examination which included test checks and based on the other auditor's reports of its subsidiaries and its associates incorporated in India whose financial statements have been audited under the Act, the Parent, its subsidiaries and its associates incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended 31st March 2025 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of audit, we and respective other auditors, whose reports have been furnished to us by the Management of the Parent, have not come across any instance of the audit trail feature being tampered with. Additionally, where the audit trail (edit log) facility was enabled and operated in the previous year, the audit trail has been preserved by the Parent and above referred subsidiary companies and associate companies incorporated in India as per the statutory requirements for record retention.

2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us, and based on the CARO reports issued by us and the auditors of respective companies included in the Consolidated Financial Statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the Consolidated Financial Statements.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
Firm's Registration No.: 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. 046930
UDIN: 25046930BMODQX1387

Place: Mumbai
Date: May 8, 2025

Annexure "A" to The Independent Auditor's Report

(Referred to in paragraph 1(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Report on the Internal Financial Controls with reference to Consolidated Financial Statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the Consolidated Financial Statements of the Company as at and for the year ended March 31, 2025, we have audited the internal financial controls with reference to Consolidated Financial Statements of Asian Paints Limited (hereinafter referred to as "the Company" or "Parent") and its subsidiary companies and its associate companies, which are companies incorporated in India, as of that date.

Management's and Board of Directors' Responsibility for Internal Financial Controls

The respective Company's management and Board of Directors of the Parent, its subsidiary companies and its associate companies, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to Consolidated Financial Statements based on the internal control with reference to Consolidated Financial Statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to Consolidated Financial Statements of the Parent, its subsidiary companies and its associate companies, which are companies incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to Consolidated Financial Statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to Consolidated Financial Statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to Consolidated Financial Statements and their operating effectiveness. Our audit of internal financial controls with reference to Consolidated Financial Statements included obtaining an understanding of internal financial controls with reference to Consolidated Financial Statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditors of the subsidiary companies and associate companies, which are companies incorporated in India, in terms of their reports referred to in the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to Consolidated Financial Statements of the Parent, its subsidiary companies and its associate companies, which are companies incorporated in India.

Meaning of Internal Financial Controls with reference to Consolidated Financial Statements

A Company's internal financial control with reference to Consolidated Financial Statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Company's internal financial control with reference to Consolidated Financial Statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to Consolidated Financial Statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to Consolidated Financial Statements to future periods are subject to the risk that the internal financial control with reference to Consolidated Financial Statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors referred to in the Other Matters paragraph below, the Parent, its subsidiary companies and its associate companies, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls with reference to Consolidated Financial Statements and such internal financial controls with reference to Consolidated Financial Statements were operating effectively as at March 31, 2025, based on the criteria for internal financial control with reference to Consolidated Financial Statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

Other Matters

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to Consolidated Financial Statements in so far as it relates to 1 associate company, which is a company incorporated in India, is based solely on the corresponding report of the auditor of such company incorporated in India.

Our opinion is not modified in respect of the above matters.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
Firm's Registration No.: 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. 046930
UDIN: 25046930BMODQX1387

Place: Mumbai, Maharashtra
Date: May 8, 2025

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Consolidated Balance Sheet

as at 31st March 2025

(₹ in Crores)

Particulars	Notes	As at 31.03.2025	As at 31.03.2024
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	2A	6,787.62	4,446.20
Right-of-Use Assets	2B	1,843.72	1,856.27
Capital work-in-progress	3	1,254.49	2,698.37
Goodwill	4A	219.58	419.19
Other Intangible Assets	4B	369.18	424.96
Investments in Associates	5	608.00	583.13
Financial Assets			
Investments	5	871.79	801.38
Trade Receivables	6	8.71	1.78
Other Financial Assets	7	877.84	606.51
Deferred Tax Assets (Net)	9C	16.12	23.32
Income Tax Assets (Net)	10	221.62	198.11
Other Non-Current Assets	11	301.02	327.81
		13,379.69	**12,387.03**
Current Assets			
Inventories	12	6,719.27	5,923.41
Financial Assets			
Investments	5	3,244.96	3,203.41
Trade Receivables	6	4,313.65	4,889.05
Cash and Cash Equivalents	8A	445.28	829.34
Other Balances with Banks	8B	336.70	254.67
Other Financial Assets	7	1,158.11	1,651.35
Other Current Assets	11	773.71	785.83
		16,991.68	**17,537.06**
TOTAL ASSETS		**30,371.37**	**29,924.09**
EQUITY AND LIABILITIES			
Equity			
Equity Share Capital	13	95.92	95.92
Other Equity	14	19,303.89	18,632.38
Equity attributable to owners of the Company		**19,399.81**	**18,728.30**
Non-Controlling Interests	14	659.24	695.38
		20,059.05	**19,423.68**
Liabilities			
Non-Current Liabilities			
Financial Liabilities			
Borrowings	15	259.62	54.38
Lease Liabilities	16	1,123.30	1,095.29
Other Financial Liabilities	17	79.93	240.58
Provisions	19	257.78	222.56
Deferred Tax Liabilities (Net)	9C	404.91	352.17
Other Non-Current Liabilities	20	45.55	34.47
		2,171.09	**1,999.45**

Consolidated Balance Sheet (Contd.)

as at 31st March 2025

(₹ in Crores)

Particulars	Notes	As at 31.03.2025	As at 31.03.2024
Current Liabilities			
Financial Liabilities			
Borrowings	15	604.13	1,052.76
Lease Liabilities	16	303.24	271.95
Trade Payables			
Total Outstanding dues of Micro Enterprises and Small Enterprises	18	208.58	250.27
Total Outstanding dues of Creditors other than Micro Enterprises and Small Enterprises	18	3,639.42	3,581.07
Other Financial Liabilities	17	2,742.04	2,675.44
Other Current Liabilities	20	450.58	484.48
Provisions	19	67.15	62.48
Income Tax Liabilities (Net)	21	126.09	122.51
		8,141.23	**8,500.96**
TOTAL EQUITY AND LIABILITIES		**30,371.37**	**29,924.09**
Material accounting policies and key accounting estimates and judgements	1		
See accompanying notes to the Consolidated Financial Statements	2-43		

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

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Consolidated Statement of Profit and Loss

for the year ended 31st March 2025

(₹ in Crores)

Particulars	Notes	Year 2024-25	Year 2023-24
REVENUE FROM OPERATIONS			
Revenue from Sale of Products	22A	33,626.82	35,248.88
Revenue from Sale of Services	22A	170.54	133.24
Other Operating Revenue	22A	108.26	112.61
Other Income	23	572.61	687.96
Total Income (I)		**34,478.23**	**36,182.69**
EXPENSES			
Cost of Materials Consumed	24A	15,793.92	15,868.21
Purchases of Stock-in-Trade	24B	3,926.86	3,858.20
Changes in inventories of finished goods, Stock-in-Trade and Work-in-progress	24C	(205.00)	363.80
Employee Benefits Expense	25	2,597.23	2,326.18
Other Expenses	26	5,786.40	5,493.36
Total Expenses (II)		**27,899.41**	**27,909.75**
EARNING BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION (EBITDA) (I-II)		**6,578.82**	**8,272.94**
Finance Costs	27	227.02	205.17
Depreciation and Amortisation Expense	28	1,026.34	853.00
PROFIT BEFORE SHARE OF PROFIT IN ASSOCIATES AND EXCEPTIONAL ITEMS		**5,325.46**	**7,214.77**
Share of profit in Associates	36	140.71	133.00
PROFIT BEFORE EXCEPTIONAL ITEMS AND TAX		**5,466.17**	**7,347.77**
Exceptional Items	39	363.10	-
PROFIT BEFORE TAX		**5,103.07**	**7,347.77**
Tax Expense	9		
Current Tax		1,388.98	1,836.00
Short tax provision for earlier years		(13.39)	(51.35)
Deferred Tax		17.77	5.43
Total tax expense		**1,393.36**	**1,790.08**
PROFIT AFTER TAX		**3,709.71**	**5,557.69**
OTHER COMPREHENSIVE INCOME (OCI)			
A. Items that will not be reclassified to Profit or Loss			
(i) (a) Remeasurement of the defined benefit plans	32	(2.43)	8.60
(b) Income tax benefit/(expense) on remeasurement of defined benefit plans		0.16	(2.17)
(ii) (a) Net fair value gain on investments in equity instruments through OCI		273.30	7.77
(b) Income tax expense on net fair value gain on investments in equity instruments through OCI		(42.86)	(0.55)
(iii) Share of OCI in Associates		(0.43)	(1.19)
B. Items that will be reclassified to Profit or Loss			
(i) (a) Net fair value gain on investment in debt instruments through OCI		3.67	16.20
(b) Income tax expense on net fair value gain on investment in debt instruments through OCI		(0.96)	(1.85)
(ii) Exchange difference arising on translation of foreign operations		(115.95)	5.15
(iii) Share of OCI in Associates		0.06	-
Total Other Comprehensive Income (A+B)		**114.56**	**31.96**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**3,824.27**	**5,589.65**

Consolidated Statement of Profit and Loss (Contd.)

for the year ended 31st March 2025

(₹ in Crores)

Particulars	Notes	Year 2024-25	Year 2023-24
PROFIT FOR THE YEAR ATTRIBUTABLE TO :			
- Owners of the Company		3,667.23	5,460.23
- Non-Controlling interest		42.48	97.46
		3,709.71	**5,557.69**
OTHER COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO :			
- Owners of the Company		153.25	42.14
- Non-Controlling interest		(38.69)	(10.18)
		114.56	**31.96**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO :			
- Owners of the Company		3,820.48	5,502.37
- Non-Controlling interest		3.79	87.28
		3,824.27	**5,589.65**
Earnings per equity share (Face value of ₹ 1 each)	30		
Basic (in ₹)		**38.25**	**56.95**
Diluted (in ₹)		**38.25**	**56.94**
Material accounting policies and key accounting estimates and judgements	1		
See accompanying notes to the Consolidated Financial Statements	2-43		

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

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A) Equity Share Capital

(₹ in Crores)

Particulars	As at 31.03.2025	As at 31.03.2024
Balance at the beginning of the reporting year (Refer note 13)	**95.92**	**95.92**
Changes in Equity Share capital due to prior period errors	-	-
Restated balance at the beginning of the current reporting period (Refer note 13)	95.92	95.92
Changes in Equity Share capital during the year	-	-
Balance at the end of the reporting year (Refer note 13)	**95.92**	**95.92**

B) Other Equity

(₹ in Crores)

Particulars	Attributable to owners of the Company																Non-Controlling Interests	Total
	Reserves and Surplus												Items of Other Comprehensive Income (OCI)					
	Capital Reserve on Consolidation	Capital Reserve	Capital Redemption Reserve	Statutory Reserves	General Reserve	Retained earnings	Remeasurement of the defined benefit plans	Other Reserves	Share of other reserves in Associate	Share based Payment Reserve	Treasury Shares	Trust reserve	Debt instruments through OCI	Foreign Currency Translation Reserve	Equity instruments through OCI	Share of OCI in Associates	Total attributable to owners of the Company	
Balance as at 1st April 2023	**39.16**	**41.47**	**5.37**	**15.44**	**4,715.75**	**11,366.84**	**(25.92)**	**(31.38)**	**1.02**	**26.77**	**(110.89)**	**0.37**	**(3.06)**	**(371.70)**	**227.90**	**(0.83)**	**15,896.31**	**453.66**	**16,349.97**
Changes on account of amalgamation (Refer note 41(c))	-	(34.41)	-	-	-	-	-	34.41	-	-	-	-	-	-	-	-	-	-	-
Restated balance as at 1st April 2023 (A)	**39.16**	**7.06**	**5.37**	**15.44**	**4,715.75**	**11,366.84**	**(25.92)**	**3.03**	**1.02**	**26.77**	**(110.89)**	**0.37**	**(3.06)**	**(371.70)**	**227.90**	**(0.83)**	**15,896.31**	**453.66**	**16,349.97**
Additions during the year :																			
Profit for the year	-	-	-	-	-	5,460.23	-	-	-	-	-	-	-	-	-	-	5,460.23	97.46	5,557.69
Items of OCI for the year, net of tax																			
Exchange differences on translating the financial statements of foreign operations	-	-	-	-	-	-	-	-	-	-	-	-	-	15.09	-	-	15.09	(9.94)	5.15
Remeasurement of the defined benefit plans	-	-	-	-	-	-	6.67	-	-	-	-	-	-	-	-	-	6.67	(0.24)	6.43
Net fair value gain on investments in equity instruments through OCI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7.22	-	7.22	-	7.22
Net fair value gain on investments in debt instruments through OCI	-	-	-	-	-	-	-	-	-	-	-	-	14.35	-	-	-	14.35	-	14.35
Share of OCI in Associates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.19)	(1.19)	-	(1.19)
Total Comprehensive Income for the year (B)	**-**	**-**	**-**	**-**	**-**	**5,460.23**	**6.67**	**-**	**-**	**-**	**-**	**-**	**14.35**	**15.09**	**7.22**	**(1.19)**	**5,502.37**	**87.28**	**5,589.65**
Reductions during the year :																			
Dividends (Refer note 13)	-	-	-	-	-	(2,532.38)	-	-	-	-	-	-	-	-	-	-	(2,532.38)	(14.62)	(2,547.00)
Amount infused by non-controlling shareholders in subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40.60	40.60
Acquisition of subsidiaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	105.86	105.86
Equity/other changes in Associate	-	-	-	-	-	-	-	-	0.10	-	-	-	-	-	-	-	0.10	-	0.10
Gross obligation towards further acquisition in subsidiaries	-	-	-	-	-	(256.78)	-	-	-	-	-	-	-	-	-	-	(256.78)	-	(256.78)
Share based payment expense	-	-	-	-	-	-	-	-	-	21.84	-	-	-	-	-	-	21.84	-	21.84
Sweat Equity Shares	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22.60	22.60
Net Income of ESOP Trust for the year	-	-	-	-	-	-	-	-	-	-	-	0.22	-	-	-	-	0.22	-	0.22
ESOP exercised during the year	-	-	-	-	-	(0.03)	-	-	-	(0.35)	0.70	0.38	-	-	-	-	0.70	-	0.70
Total (C)	**-**	**-**	**-**	**-**	**-**	**(2,789.19)**	**-**	**-**	**0.10**	**21.49**	**0.70**	**0.60**	**-**	**-**	**-**	**-**	**(2,766.30)**	**154.44**	**(2,611.86)**
Balance as at 31st March 2024 (D) = (A+B+C)	**39.16**	**7.06**	**5.37**	**15.44**	**4,715.75**	**14,037.88**	**(19.25)**	**3.03**	**1.12**	**48.26**	**(110.19)**	**0.97**	**11.29**	**(356.61)**	**235.12**	**(2.02)**	**18,632.38**	**695.38**	**19,327.76**

(₹ in Crores)

Particulars	Attributable to owners of the Company																Non-Controlling Interests	Total
	Reserves and Surplus												Items of Other Comprehensive Income (OCI)					
	Capital Reserve on Consolidation	Capital Reserve	Capital Redemption Reserve	Statutory Reserves	General Reserve	Retained earnings	Remeasurement of the defined benefit plans	Other Reserves	Share of other reserves in Associate	Share based Payment Reserve	Treasury Shares	Trust reserve	Debt instruments through OCI	Foreign Currency Translation Reserve	Equity instruments through OCI	Share of OCI in Associates	Total attributable to owners of the Company	
Additions during the year :																		
Profit for the year	-	-	-	-	-	3,667.23	-	-	-	-	-	-	-	-	-	-	3,667.23	42.48	3,709.71
Items of OCI for the year, net of tax																		
Exchange differences on translating the financial statements of foreign operations	-	-	-	-	-	-	-	-	-	-	-	-	-	(77.33)	-	-	(77.33)	(38.62)	(115.95)
Remeasurement of the defined benefit plans	-	-	-	-	-	-	(2.20)	-	-	-	-	-	-	-	-	-	(2.20)	(0.07)	(2.27)
Net fair value gain on investment in equity instruments through OCI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	230.44	-	230.44	-	230.44
Net fair value gain on investment in debt instruments through OCI	-	-	-	-	-	-	-	-	-	-	-	-	2.71	-	-	-	2.71	-	2.71
Share of OCI in Associates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(0.37)	(0.37)	-	(0.37)
Total Comprehensive Income for the year (E)	**-**	**-**	**-**	**-**	**-**	**3,667.23**	**(2.20)**	**-**	**-**	**-**	**-**	**-**	**2.71**	**(77.33)**	**230.44**	**(0.37)**	**3,820.48**	**3.79**	**3,824.27**
Reductions during the year :																		
Dividends (Refer note 13)	-	-	-	-	-	(3,107.91)	-	-	-	-	-	-	-	-	-	-	(3,107.91)	(30.71)	(3,138.62)
Effects of stake aquired from non-controlling interest	-	-	-	-	-	-	-	(25.43)	-	-	-	-	-	-	-	-	(25.43)	(9.22)	(34.65)
Equity/other changes in associate	-	-	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	0.02	-	0.02
Share based payment expense	-	-	-	-	-	-	-	-	-	21.25	-	-	-	-	-	-	21.25	-	21.25
Net Income of ESOP Trust for the year	-	-	-	-	-	-	-	-	-	-	-	1.11	-	-	-	-	1.11	-	1.11
Purchase of Treasury shares by ESOP trust during the year	-	-	-	-	-	-	-	-	-	-	(50.08)	-	-	-	-	-	(50.08)	-	(50.08)
ESOP exercised during the year	-	-	-	-	-	(0.80)	-	-	-	(12.67)	25.54	-	-	-	-	-	12.07	-	12.07
Total (F)	**-**	**-**	**-**	**-**	**-**	**(3,108.71)**	**-**	**(25.43)**	**0.02**	**8.58**	**(24.54)**	**1.11**	**-**	**-**	**-**	**-**	**(3,148.97)**	**(39.93)**	**(3,188.90)**
Balance as at 31st March 2025 (D+E+F)	**39.16**	**7.06**	**5.37**	**15.44**	**4,715.75**	**14,596.40**	**(21.45)**	**(22.40)**	**1.14**	**56.84**	**(134.73)**	**2.08**	**14.00**	**(433.94)**	**465.56**	**(2.39)**	**19,303.89**	**659.24**	**19,963.13**

Material accounting policies and key accounting estimates and judgements (Refer note 1)

See accompanying notes to the Consolidated Financial Statements (Refer note 2-43)

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Amit Syngle
Managing Director & CEO
DIN : 07232566

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

R J Jeyamurugan
CFO & Company Secretary

Mumbai
8th May 2025

Consolidated Statement of Cash Flows

for the year ended 31st March 2025

(₹ in Crores)

Particulars		Year 2024-25	Year 2023-24
(A)	**CASH FLOW FROM OPERATING ACTIVITIES**		
	Profit before tax	**5,103.07**	**7,347.77**
	Adjustments for :		
	Depreciation and amortisation expense	1,026.34	853.00
	Interest income	(179.84)	(169.93)
	Dividend income	(20.64)	(20.16)
	Finance costs	227.02	205.17
	Allowance for expected credit lossess on receivables (trade & others) and advances (net)	245.18	116.64
	Bad debts written off (net)	6.06	9.20
	Deferred income arising from government grant	(4.69)	(5.29)
	Net unrealised foreign exchange (gain)/loss	(11.06)	8.00
	Net gain on disposal of property, plant and equipment and other intangible assets	(3.37)	(2.08)
	Net gain on modification/ termination of leases	(2.07)	(5.50)
	Net gain arising on financial assets measured at fair value through profit or loss (FVTPL)	(182.43)	(229.63)
	Share based payment expenses	21.25	21.84
	Share of profit in Associates	(140.71)	(133.00)
	Loss on sale of disposal of subsidiaries	83.71	-
	Fair valuation gain on gross obligation towards further stake acquisition (including unwinding of interest)	(18.29)	(63.68)
	Fair valuation gain on previously held equity interest, pursuant to acquisition of controlling stake in Obgenix Software Private Limited (White Teak)	-	(33.96)
	Impairment loss on Goodwill and Intangible assets	223.25	-
	Reversal for expected credit loss on government grants	(1.78)	(10.90)
	Effect of exchange rates on translation of operating cashflows	18.66	41.11
	Operating Profit before working capital changes	**6,389.66**	**7,928.60**
	Adjustments for :		
	Decrease/(Increase) in trade receivables	281.80	(361.89)
	Decrease in financial assets	6.71	23.12
	(Increase)/Decrease in inventories	(805.34)	314.94
	Decrease/(Increase) in other assets	1.71	(260.89)
	(Decrease)/Increase in trade payables	(160.41)	268.58
	Increase in other financial liabilities	82.56	16.40
	Increase in other liabilities and provisions	22.79	9.79
	Cash generated from Operating activities	**5,819.48**	**7,938.65**
	Income Tax paid (net of refund)	(1,395.52)	(1,835.05)
	Net Cash generated from Operating activities	**4,423.96**	**6,103.60**
(B)	**CASH FLOW FROM INVESTING ACTIVITIES**		
	Purchase of property, plant and equipment and other intangible assets	(1,805.32)	(2,199.01)
	Sale of property, plant and equipment	10.10	5.13
	Payment for acquiring right-of-use assets	(24.75)	(297.07)
	Purchase of non-current investments	(0.92)	(212.24)
	Sale of non-current investments	-	0.50
	Sale of current investments (net)	420.65	239.99
	Proceeds from/(Purchase of) term deposits (net)	196.80	(206.25)

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

(₹ in Crores)

Particulars		Year 2024-25	Year 2023-24
(B)	**CASH FLOW FROM INVESTING ACTIVITIES (Contd.)**		
	Proceeds from disposal of subsidiaries (net)	38.29	-
	Amount paid towards acquiring controlling stake in White Teak and Harind Chemicals and Pharmaceuticals Private Limited (net)	-	(75.00)
	Payment of earnout	-	(37.71)
	Interest received	154.89	135.49
	Dividend received from Associate	115.50	108.37
	Dividend received from others	20.64	20.17
	Net Cash used in Investing activities	**(874.12)**	**(2,517.63)**
(C)	**CASH FLOW FROM FINANCING ACTIVITIES**		
	Proceeds from long term borrowings	219.84	5.91
	Repayment of long term borrowings	(21.16)	(14.17)
	(Repayment of)/ Proceeds from short term borrowings (net)	(406.41)	94.98
	Acceptances (net)	194.74	(83.65)
	Amount infused by non-controlling shareholders in subsidiary	-	40.60
	Repayment of principal portion of lease liabilities	(324.62)	(285.63)
	Transactions with non-controlling interest	(34.65)	-
	Finance costs (including interest on lease liabilities) paid	(203.19)	(190.57)
	(Purchase) of treasury shares by ESOP Trust/Proceeds from ESOP Trust (net)	(36.92)	0.91
	Dividend paid (including dividend paid to non-controlling shareholders)	(3,140.21)	(2,550.88)
	Net Cash used in Financing activities	**(3,752.58)**	**(2,982.50)**
(D)	**NET INCREASE IN CASH AND CASH EQUIVALENTS [A+B+C]**	(202.74)	603.47
	Add : Cash and cash equivalents as at 1st April	3,626.95	3,054.33
	Net effect of exchange (loss) on cash and cash equivalents	(66.79)	(30.85)
	Cash and cash equivalents as at 31st March	**3,357.42**	**3,626.95**

Notes :

(a) The above Consolidated Statement of Cash Flows has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS 7) - Statement of Cash Flows.

(₹ in Crores)

Particulars		As at 31.03.2025	As at 31.03.2024
(b)	**Cash and Cash Equivalents comprises of :**		
	Cash on hand	1.00	1.05
	Balances with Banks :		
	- Current Accounts	260.32	558.59
	- Cash Credit Accounts	33.75	11.05
	- Deposits with original maturity of less than 3 months	99.49	166.40
	Cheques, drafts on hand	50.72	92.25
	Cash and cash equivalents	**445.28**	**829.34**
	Add : Investments in Liquid Mutual Funds	3,030.34	2,945.59
	Add : Investments in Government Securities (with original maturity of less than 3 months)	-	12.13
	Less : Loan repayable on demand - Cash Credit / Overdraft Accounts	(118.20)	(160.11)
	Cash and cash equivalents in Consolidated Statement of Cash Flows	**3,357.42**	**3,626.95**

Consolidated Statement of Cash Flows (Contd.)

for the year ended 31st March 2025

Details relating to changes in liabilities arising from financial activities :

(₹ in Crores)

Particulars	As at 31.03.2024	Cash flows	Disposal of Subsidiaries	Other Changes	Non-cash changes				As at 31.03.2025
					Net Additions	Fair value changes	Current/ Non-current classification	Foreign currency translation differences	
Borrowings (Refer note 15)	1,107.14	(207.73)	-	(41.91)	-	4.51	-	1.74	863.75
Lease Liabilities (Refer note 16)	1,367.24	(324.62)	(0.02)	-	382.98	-	-	0.96	1,426.54
Other liabilities (Refer note 20)	39.18	-	-	-	-	(4.70)	-	-	34.48

(₹ in Crores)

Particulars	As at 31.03.2023	Cash flows	Pursuant to acquisition	Other Changes	Non-cash changes				As at 31.03.2024
					Net Additions	Fair value changes	Current/ Non-current classification	Foreign currency translation differences	
Borrowings (Refer note 15)	972.21	86.72	13.86	35.70	-	8.25	-	(9.60)	1,107.14
Lease Liabilities (Refer note 16)	960.41	(285.63)	35.48	-	657.08	-	-	(0.09)	1,367.24
Other liabilities (Refer note 20)	44.46	-	-	-	-	(5.28)	-	-	39.18

Material accounting policies and key accounting estimates and judgements (Refer note 1)

See accompanying notes to the Consolidated Financial Statements (Refer note 2-43)

As per our report of even date attached

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
F.R.N : 117366W/W-100018

Rupen K. Bhatt
Partner
Membership No. : 046930

Mumbai
8th May 2025

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

Mumbai
8th May 2025

Amit Syngle
Managing Director & CEO
DIN : 07232566

R J Jeyamurugan
CFO & Company Secretary

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Notes to the Consolidated Financial Statements

for the year ended 31st March 2025

Group's Background

The Consolidated Financial Statement comprise financial statements of Asian Paints Limited ('the Parent' or 'the Parent Company') and its subsidiaries (collectively, 'the Group') and includes share of profit of the Associates for the year ended 31st March 2025.

The Parent is a public limited Company domiciled and incorporated in India under the Indian Companies Act, 1913. The registered office of the Parent is located at 6A & 6B, Shantinagar, Santacruz East, Mumbai, India.

The Group is engaged in the business of manufacturing, selling and distribution of paints, coatings, products related to home décor, bath fittings, modular kitchen & accessories, decorative lighting, uPVC doors & windows and providing related services.

1. Material Accounting Policies and Key accounting estimates and judgements

Material Accounting Policies :

1.1. Basis of preparation of Consolidated Financial Statement

These financial statements are the Consolidated Financial Statement of the Group (also called **Consolidated Financial Statements**) prepared in accordance with Indian Accounting Standards ('Ind AS') notified under section 133 of the Companies Act 2013, read together with the Companies (Indian Accounting Standards) Rules, 2015 (as amended).

These Consolidated Financial Statement have been prepared and presented under the historical cost convention, on the accrual basis of accounting except for certain financial assets and financial liabilities that are measured at fair values at the end of each reporting period, as stated in the accounting policies set out below. The accounting policies have been applied consistently over all the periods presented in these Consolidated Financial Statement.

The Consolidated Financial Statement are presented in Indian Rupees (which is also the functional currency of the Parent Company) and is rounded off to the nearest crores except otherwise indicated. Amounts less than ₹ 50,000 have been presented as "#".

1.2. Current / Non-Current Classification

Any asset or liability is classified as current if it satisfies any of the following conditions :

i. the asset/liability is expected to be realised/ settled in the Group's normal operating cycle;

ii. the asset is intended for sale or consumption;

iii. the asset/liability is held primarily for the purpose of trading;

iv. the asset/liability is expected to be realised/ settled within twelve months after the reporting period;

v. the asset is cash or cash equivalent unless it is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date;

vi. in the case of a liability, the Group does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

All other assets and liabilities are classified as non-current.

For the purpose of current/non-current classification of assets and liabilities, the Group has ascertained its normal operating cycle as twelve months. This is based on the nature of services and the time between the acquisition of assets or inventories for processing and their realisation in cash and cash equivalents.

1.3. Summary of Material accounting policies

a) Business combinations

Business combinations are accounted for using the acquisition method under the provisions of Ind AS 103, Business Combinations. At the acquisition date, identifiable assets acquired and liabilities assumed are measured at fair value except deferred tax asset or liability and any liability or asset relating to employee benefit arrangements arising from a business combination are measured and recognised in accordance with the requirements of Ind AS 12, Income Taxes and Ind AS 19, Employee Benefits, respectively. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition date fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable. The consideration transferred is measured at fair value at the acquisition date and includes the fair value of any contingent consideration. Contingent consideration (earn out) is remeasured at fair value at each reporting date and changes in the fair value of the contingent consideration are

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

recognised in the Consolidated Statement of Profit and Loss.

Where the consideration transferred exceeds the fair value of the net identifiable assets acquired and liabilities assumed, the excess is recorded as goodwill. Alternatively, in case of a bargain purchase wherein the consideration transferred is lower than the fair value of the net identifiable assets acquired and liabilities assumed, the Group after assessing fair value of all identified assets and liabilities, record the difference as a gain in other comprehensive income and accumulate the gain in equity as capital reserve. The transaction costs, other than costs relating to the issue of equity or debt securities in connection with a business combination are expensed as incurred.

In case of business combinations involving entities under common control, the above policy does not apply. Business combinations involving entities under common control are accounted for using the pooling of interests method. The net assets of the transferor entity or business are accounted at their carrying amounts on the date of the acquisition subject to necessary adjustments required to harmonise accounting policies. Any excess or shortfall of the consideration paid over the share capital of transferor entity or business is recognised as capital reserve under equity.

b) Property, plant and equipment

Measurement at recognition :

An item of property, plant and equipment (PPE) that qualifies as an asset is measured on initial recognition at cost. Following initial recognition, items of PPE are carried at their cost less accumulated depreciation and accumulated impairment losses, if any. Item of PPE which reflects significant cost and has different useful life from the remaining part of PPE is recognised as a separate component.

The cost of an item of PPE comprises of its purchase price net of discounts, if any including import duties and other non-refundable taxes or levies and directly attributable cost of bringing the asset to its working condition for its intended use and the initial estimate of decommissioning, restoration and similar liabilities, if any. Cost includes cost of replacing a part of a plant and equipment if the recognition criteria are met. Expenses like plans, designs, and drawings of buildings or plant and machinery, borrowing cost on qualifying assets, directly attributable to new manufacturing facility during its construction period are capitalised under the relevant head of PPE if the recognition criteria are met.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced.

Items such as spare parts, stand-by equipment and servicing equipment that meet the definition of PPE are capitalised at cost and depreciated over their useful life. Costs in nature of repairs and maintenance are recognised in the Consolidated Statement of Profit and Loss as and when incurred.

The Group had elected to consider the carrying value of all its PPE appearing in the Consolidated Financial Statement and used the same as deemed cost in the opening Ind AS Balance Sheet prepared on 1st April 2015.

Capital work-in-progress and Capital advances :

Cost of assets not ready for intended use, as on the Balance Sheet date, is shown as capital work in progress. Advances given towards acquisition of fixed assets outstanding at each Balance Sheet date are disclosed as Other Non-Current Assets.

Depreciation :

Depreciation on each part of an item / component of PPE is provided on pro-rata basis using the Straight- Line Method based on the expected useful life of the asset and is charged to the Consolidated Statement of Profit and Loss account as per the requirement of Schedule II of the Companies Act, 2013. The useful life has been assessed based on technical evaluation, taking into account the nature of the asset and the estimated usage basis management's best judgement of economic benefits from those classes of assets. The estimated useful life of items of PPE is mentioned below:

	Years
Factory Buildings	30 – 60
Buildings (other than factory buildings)	30 – 61
Plant and Equipment (including continuous process plants)*	4-21
Scientific research equipment*	4-10
Furniture and Fixtures	5-10
Office Equipment	4-8
Vehicles*	4-8
Tinting Systems	9

Freehold land is not depreciated. Leasehold improvements are amortised over the period of the lease.

* The useful life assessed by the Management is different than those indicated in Schedule II of the Companies Act, 2013.

The useful lives, residual values of each part of an item of PPE and the depreciation methods are reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate.

Derecognition :

The carrying amount of an item of PPE is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of PPE is measured as the difference between the net disposal proceeds and the carrying amount of the item and is recognised in the Consolidated Statement of Profit and Loss when the item is derecognised.

c) Goodwill and Other Intangible assets

Goodwill acquired in a business combination is initially measured at cost, being the excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed, in accordance with Ind AS 103.

Intangible assets acquired separately are measured on initial recognition at cost. Intangible assets arising on acquisition of business are measured at fair value as at date of acquisition. Internally generated intangibles including research cost are expensed in the Consolidated Statement of Profit and Loss as incurred. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment loss, if any.

The Group had elected to consider the carrying value of all its intangible assets appearing in the Consolidated Financial Statement and used the same as deemed cost in the opening Ind AS Balance Sheet prepared on 1st April 2015.

Amortisation :

Intangible Assets with finite lives are amortised on a Straight Line basis over the estimated useful economic life. The amortisation expense on intangible assets with finite lives is recognised in the Consolidated Statement of Profit and Loss. The estimated useful life of intangible assets is mentioned below :

	Years
Purchase cost, user license fees and consultancy fees for Computer Software (including those used for scientific research)	4
Acquired Trademark	5
Others include acquired Dealers network and non–compete Fees	5-20

The amortisation period and the amortisation method for an intangible asset with finite useful life is reviewed at the end of each financial year. If any of these expectations differ from previous estimates, such change is accounted for as a change in an accounting estimate.

Goodwill and certain trademark acquired separately have indefinite useful life and are not subjected to amortisation. These are tested for impairment annually and whenever there is an indication that the asset may be impaired.

Derecognition :

The carrying amount of an intangible asset is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the Derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the intangible asset and is recognised in the Consolidated Statement of Profit and Loss when the asset is derecognised.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

d) Impairment

Assessment for impairment is done at each Balance Sheet date as to whether there is any indication that a non-financial asset may be impaired. Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment annually and whenever there is an indication that the asset may be impaired. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash generating units (CGUs) that are expected to benefit from the combination.

Assets that are subject to depreciation and amortisation and assets representing investments in subsidiary and associate companies are reviewed for impairment, whenever events or changes in circumstances indicate that carrying amount may not be recoverable. Such circumstances include, though are not limited to, significant or sustained decline in revenues or earnings and material adverse changes in the economic environment.

An impairment loss is recognised whenever the carrying amount of an asset or its CGU exceeds its recoverable amount. The recoverable amount of an asset is the greater of its fair value less cost to sell and value-in-use. To calculate value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market rates and the risk specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the CGU to which the asset belongs.
Fair value less cost to sell is the best estimate of the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the cost of disposal.

Impairment losses, if any, are recognised in the Consolidated Statement of Profit and Loss and included in depreciation and amortisation expense. Impairment losses, on assets other than goodwill are reversed in the Consolidated Statement of Profit and Loss only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had previously been recognised.

e) Revenue

Revenue from contracts with customers is recognised on transfer of control of promised goods or services to a customer at an amount that reflects the consideration to which the Group is expected to be entitled to in exchange for those goods or services. It is measured at transaction price (net of variable consideration on account of various discounts and schemes offered by the Group as part of the contract) allocated to that performance obligation. This variable consideration is estimated based on the expected value of outflow. Revenue (net of variable consideration) is recognised only to the extent that it is highly probable that the amount will not be subject to significant reversal when uncertainty relating to its recognition is resolved.

Sale of products :

Revenue from sale of products is recognised when the control on the goods have been transferred to the customer. The performance obligation in case of sale of product is satisfied at a point in time i.e., when the material is shipped to the customer or on delivery to the customer, as may be specified in the contract.

Rendering of services :

Revenue from services is recognised over time by measuring progress towards satisfaction of performance obligation for the services rendered. The Group uses output method for measurement of revenue from décor services / painting and related services and royalty income as it is based on milestone reached or units delivered. Input method is used for measurement of revenue from processing and other service as it is directly linked to the expense incurred by the Group.

Advance from customers is recognised under other liabilities and released to revenue on satisfaction of performance obligation.

f) Government grants and subsidies

Recognition and Measurement :

The Group recognises grant as income when there is a reasonable assurance that the Group will comply with all necessary conditions attached to them and the grant will be received in accordance with Ind AS 20, Accounting for government grants and disclosure of government assistance.

The Parent Company is entitled to certain non-refundable subsidies from government in respect of manufacturing units located in specified regions which are measured at amounts receivable from the government.

The Parent Company has received refundable government loans at below-market rate of interest which are accounted in accordance with the recognition and measurement principles of Ind AS 109, Financial Instruments. The benefit of below-market rate of interest is measured as the difference between the initial carrying value of loan determined in accordance with Ind AS 109 and the proceeds received.

Income from such benefits is recognised on a systematic basis over the period in which the related costs that are intended to be compensated by such grants are recognised.

Presentation :

Income from the above grants and subsidies are presented under Revenue from Operations.

g) Inventory

Raw materials, work-in-progress, finished goods, packing materials, stores, spares, components, consumables and stock-in-trade are carried at the lower of cost and net realisable value. However, materials and other items held for use in production of inventories are not written down below cost if the finished goods in which they will be incorporated are expected to be sold at or above cost. Net realisable value is the estimated selling price in the ordinary course of business less estimated cost of completion and estimated costs necessary to make the sale.

Cost of inventory is determined on a weighted average basis. Cost of inventory comprises all costs of purchase, non-refundable duties and taxes, cost of conversion including an appropriate share of fixed and variable production overheads and all other costs incurred in bringing the inventory to their present location and condition.

The Group considers factors like estimated shelf life, product discontinuances and ageing of inventory in determining the provision for slow moving, obsolete and other non-saleable inventory and adjusts the inventory provisions to reflect the recoverable value of inventory.

h) Financial Instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement:

All financial assets are recognised initially at fair value, plus in the case of financial assets not recorded at fair value through profit or loss (FVTPL), transaction costs that are attributable to the acquisition of the financial asset. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Where the fair value of a financial asset at initial recognition is different from its transaction price, the difference between the fair value and the transaction price is recognised as a gain or loss in the Consolidated Statement of Profit and Loss at initial recognition if the fair value is determined through a quoted market price in an active market for an identical asset (i.e. level 1 input) or through a valuation technique that uses data from observable markets (i.e. level 2 input).

In case the fair value is not determined using a level 1 or level 2 input as mentioned above, the difference between the fair value and transaction price is deferred appropriately and recognised as a gain or loss in the Consolidated Statement of Profit and Loss only to the extent that such gain or loss arises due to a change in factor that market participants take into account when pricing the financial asset.

Subsequent measurement :

For subsequent measurement, the Group classifies a financial asset in accordance with the below criteria:

i. The Group's business model for managing the financial asset and
ii. The contractual cash flow characteristics of the financial asset.

Based on the above criteria, the Group classifies its financial assets into the following categories :

i. Financial assets measured at amortised cost

A financial asset is measured at the amortised cost if both the following conditions are met :

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

a. The Group's business model objective for managing the financial asset is to hold financial assets in order to collect contractual cash flows, and

b. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

This category applies to cash and bank balances, trade receivables, loans and other financial assets of the Group (Refer note 29 for further details). Such financial assets are subsequently measured at amortised cost using the effective interest method. The effect of the amortisation under effective interest method is recognised as interest income over the relevant period of the financial asset under other income in the Consolidated Statement of Profit and Loss. The amortised cost of a financial asset is also adjusted for loss allowance, if any.

ii. *Financial assets measured at fair value through other comprehensive income (FVTOCI)*

A financial asset is measured at FVTOCI if both of the following conditions are met :

a. The Group's business model objective for managing the financial asset is achieved both by collecting contractual cash flows and selling the financial assets, and

b. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

This category applies to certain investments in debt instruments (Refer note 29 for further details). Such financial assets are subsequently measured at fair value at each reporting date. Fair value changes are recognised in the Other Comprehensive Income (OCI). However, the Group recognises interest income and impairment losses and its reversals in the Consolidated Statement of Profit and Loss.

On derecognition of such financial assets, cumulative gain or loss previously recognised in OCI is reclassified from equity to Consolidated Statement of Profit and Loss. Further, the Group, through an irrevocable election at initial recognition, has measured certain investments in equity instruments at FVTOCI (Refer note 29 for further details). The Group has made such election on an instrument by instrument basis. These equity instruments are neither held for trading nor are contingent consideration recognised under a business combination. Pursuant to such irrevocable election, subsequent changes in the fair value of such equity instruments are recognised in OCI. However, the Group recognises dividend income from such instruments in the Consolidated Statement of Profit and Loss when the right to receive payment is established, it is probable that the economic benefits will flow to the Group and the amount can be measured reliably.

On derecognition of such financial assets, cumulative gain or loss previously recognised in OCI is not reclassified from the equity to Consolidated Statement of Profit and Loss. However, the Group may transfer such cumulative gain or loss into retained earnings within equity.

III. *Financial assets measured at fair value through profit or loss (FVTPL)*

A financial asset is measured at FVTPL unless it is measured at amortised cost or at FVTOCI as explained above. This is a residual category applied to all other investments of the Group excluding investments in subsidiary and associate companies (Refer note 29 for further details). Such financial assets are subsequently measured at fair value at each reporting date. Fair value changes are recognised in the Consolidated Statement of Profit and Loss.

Derecognition *:*

i. A financial asset is derecognised when the right to receive cash flows from the assets has expired, or has been transferred, and the Group has transferred substantially all of the risks and rewards of ownership.

In cases where Group has neither transferred nor retained substantially all of the risks and rewards of the financial asset, but retains control of the financial asset, the Group continues to recognise such financial asset to the extent of its continuing involvement in the financial asset. In that case, the Group also recognises an associated liability. The financial asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

On derecognition of a financial asset, (except as mentioned in (ii) above for financial assets measured at FVTOCI), the difference between the carrying amount and the consideration received is recognised in the Consolidated Statement of Profit and Loss.

Impairment of financial assets :

The Group applies expected credit losses (ECL) model for measurement and recognition of loss allowance on the following :

i. Trade receivables

ii. Financial assets measured at amortised cost (other than trade receivables)

iii. Financial assets measured at fair value through other comprehensive income (FVTOCI)

In case of trade receivables, the Group follows a simplified approach wherein an amount equal to lifetime ECL is measured and recognised as loss allowance.

In case of other assets (listed as (ii) and (iii) above), the Group determines if there has been a significant increase in credit risk of the financial asset since initial recognition. If the credit risk of such assets has not increased significantly, an amount equal to 12-month ECL is measured and recognised as loss allowance. However, if credit risk has increased significantly, an amount equal to lifetime ECL is measured and recognised as loss allowance.

Subsequently, if the credit quality of the financial asset improves such that there is no longer a significant increase in credit risk since initial recognition, the Group reverts to recognising impairment loss allowance based on 12-month ECL.

ECL are measured in a manner that they reflect unbiased and probability weighted amounts determined by a range of outcomes, taking into account the time value of money and other reasonable information available as a result of past events, current conditions and forecasts of future economic conditions.

As a practical expedient, the Group uses a provision matrix to measure lifetime ECL on its portfolio of trade receivables. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. At each reporting date, the historically observed default rates and changes in the forward-looking estimates are updated.

ECL impairment loss allowance (or reversal) recognised during the period is recognised as income/ expense in the Consolidated Statement of Profit and Loss.

Financial Liabilities

Initial recognition and measurement :

The Group recognises a financial liability in its Balance Sheet when it becomes party to the contractual provisions of the instrument. All financial liabilities are recognised initially at fair value minus, in the case of financial liabilities not recorded at fair value through profit or loss (FVTPL), transaction costs that are attributable to the acquisition of the financial liability.

Where the fair value of a financial liability at initial recognition is different from its transaction price, the difference between the fair value and the transaction price is recognised as a gain or loss in the Consolidated Statement of Profit and Loss at initial recognition if the fair value is determined through a quoted market price in an active market for an identical asset (i.e. level 1 input) or through a valuation technique that uses data from observable markets (i.e. level 2 input).

In case the fair value is not determined using a level 1 or level 2 input as mentioned above, the difference between the fair value and transaction price is deferred appropriately and recognised as a gain or loss in the Consolidated Statement of Profit and Loss only to the extent that such gain or loss arises due to a change in factor that market participants take into account when pricing the financial liability.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Subsequent measurement :

All financial liabilities of the Group are subsequently measured at amortised cost using the effective interest method (Refer note 29 for further details). The cumulative amortisation using the effective interest method of the difference between the initial recognition amount and the maturity amount is added to the initial recognition value (net of principal repayments, if any) of the financial liability over the relevant period of the financial liability to arrive at the amortised cost at each reporting date. The corresponding effect of the amortisation under effective interest method is recognised as interest expense under finance cost in the Consolidated Statement of Profit and Loss.

Derecognition :

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference between the carrying amount of the financial liability derecognised and the consideration paid is recognised in the Consolidated Statement of Profit and Loss.

Offsetting of financial assets and financial liabilities:

Financial assets and financial liabilities are offset and the net amount is reported in the Balance Sheet wherever there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

i) Derivative financial instruments

The Group enters into derivative financial contracts in the nature of forward currency contracts with external parties to hedge its foreign currency risks relating to foreign currency denominated financial liabilities measured at amortised cost.

The Group formally establishes a hedge relationship between such forward currency contracts ('hedging instrument') and recognised financial liabilities ('hedged item') through a formal documentation at the inception of the hedge relationship in line with the Group's risk management objective and strategy.

The hedge relationship so designated is accounted for in accordance with the accounting principles prescribed for a fair value hedge under Ind AS 109, Financial Instruments.

Recognition and measurement of fair value hedge :

Hedging instrument is initially recognised at fair value on the date on which a derivative contract is entered into and is subsequently measured at fair value at each reporting date. Gain or loss arising from changes in the fair value of hedging instrument is recognised in the Consolidated Statement of Profit and Loss. Hedging instrument is recognised as a financial asset in the Balance Sheet if its fair value as at reporting date is positive as compared to carrying value and as a financial liability if its fair value as at reporting date is negative as compared to carrying value.

Hedged item (recognised financial liability) is initially recognised at fair value on the date of entering into contractual obligation and is subsequently measured at amortised cost. The hedging gain or loss on the hedged item is adjusted to the carrying value of the hedged item as per the effective interest method and the corresponding effect is recognised in the Consolidated Statement of Profit and Loss.

The Group also enters into forward contracts to purchase an additional stake in equity capital in some of its investments in associate company. Such derivatives are recognised in its Balance Sheet when the Group becomes party to contractual provisions of the instrument. These derivatives are initially recognised at fair value when the contract is entered. Derivative contracts are remeasured at fair value at the end of each reporting period and changes are recognised in Consolidated Statement of Profit and Loss.

Derecognition:

On Derecognition of the hedged item, the unamortised fair value of the hedging instrument adjusted to the hedged item, is recognised in the Consolidated Statement of Profit and Loss.

j) Fair Value

The Group measures financial instruments at fair value in accordance with the accounting policies mentioned above. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either :

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated Financial Statements are categorised within the fair value hierarchy that categorises into three levels, described as follows, the inputs to valuation techniques used to measure value. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1 inputs) and the lowest priority to unobservable inputs (Level 3 inputs).

Level 1 — quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 — inputs that are unobservable for the asset or liability.

For assets and liabilities that are recognised in the Consolidated Financial Statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation at the end of each reporting period and discloses the same.

k) Foreign Currency Translation

Initial Recognition :

On initial recognition, transactions in foreign currencies entered into by the Group are recorded in the functional currency (i.e. Indian Rupees), by applying to the foreign currency amount, the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Measurement of foreign currency items at reporting date :

Foreign currency monetary items of the Group are translated at the closing exchange rates. Non-monetary items that are measured at historical cost in a foreign currency, are translated using the exchange rate at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency, are translated using the exchange rates at the date when the fair value is measured.

Exchange differences arising out of foreign exchange translations and settlements during the year are recognised in the Consolidated Statement of Profit and Loss.

Translation of financial statements of foreign entities

On consolidation, the assets and liabilities of foreign operations are translated into ₹ (Indian Rupees) at the exchange rate prevailing at the reporting date and their statements of Profit and Loss are translated at exchange rates prevailing at the dates of the transactions. For practical reasons, the Group uses an average rate to translate income and expense items, if the average rate approximates the exchange rates at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in Consolidated Statement of OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to Consolidated Statement of Profit and Loss.

Any goodwill arising in the acquisition/ business combination of a foreign operation on or after adoption of Ind AS 103, Business Combination, and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

Any goodwill or fair value adjustments arising in business combinations/ acquisitions, which occurred before the date of adoption of Ind AS 103, Business Combination, are treated as assets and liabilities of the entity rather than as assets

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

and liabilities of the foreign operation. Therefore, those assets and liabilities are non-monetary items already expressed in the functional currency of the Parent and no further translation differences occur.

l) Income Taxes

Tax expense is the aggregate amount included in the determination of consolidated profit or loss for the period in respect of current tax and deferred tax.

Current tax :

Current tax is the amount of income taxes payable in respect of taxable profit for a period. Taxable profit differs from 'profit before tax' as reported in the Consolidated Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible in accordance with the applicable tax laws.

Current tax is measured using tax rates that have been enacted by the end of reporting period for the amounts expected to be recovered from or paid to the taxation authorities.

Deferred tax :

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the Consolidated Financial Statement and the corresponding tax bases used in the computation of taxable profit in accordance with the applicable tax laws.

Deferred tax assets and liabilities are generally recognised for all deductible and taxable temporary differences respectively. However, in case of temporary differences that arise from initial recognition of assets or liabilities in a transaction (other than business combination) that affect neither the taxable profit nor the accounting profit or does not give rise to equal taxable and deductible temporary differences, deferred tax assets or liabilities are not recognised. Also, for temporary differences if any that may arise from initial recognition of goodwill, deferred tax liabilities are not recognised.

Deferred tax assets are recognised to the extent it is probable that taxable profits will be available against which those deductible temporary difference can be utilized.

The Group recognises a deferred tax asset arising from unused tax losses or tax credits only to the extent it has a sufficient taxable temporary difference or there is convincing evidence that sufficient taxable profits will be available.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the benefits of part or all of such deferred tax assets to be utilized.

Deferred tax assets and liabilities are measured at the tax rates that have been enacted or substantively enacted by the Balance Sheet date and are expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled.

Uncertain tax positions :

The management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group reflects the effect of uncertainty for each uncertain tax treatment by using one of two methods, the expected value method (the sum of the probability - weighted amounts in a range of possible outcomes) or the most likely amount (single most likely amount method in a range of possible outcomes), depending on which is expected to better predict the resolution of the uncertainty. The Group applies consistent judgements and estimates if an uncertain tax treatment affects both the current and the deferred tax.

Presentation of current and deferred tax :

Current and deferred tax are recognised as income or an expense in the Consolidated Statement of Profit and Loss, except when they relate to items that are recognised in Other Comprehensive Income, in which case, the current and deferred tax income/expense are recognised in Other Comprehensive Income.

The Group offsets tax assets and liabilities, where it has a legally enforceable right to set off the recognised amounts and where it intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

m) Provisions and Contingencies

The Group recognises provisions when a present obligation (legal or constructive) as a result of a past event exists and it is probable that an outflow of resources will be required and the amount of outflow can be reliably estimated.

If the effect of time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not require an outflow of resources or the amount of such outflow cannot be measured reliably. When there is a possible obligation or a present obligation in respect of which likelihood of outflow of resources is remote, no provision or disclosure is made.

n) Measurement of EBITDA

The Group has opted to present earnings before interest (finance cost), tax, depreciation and amortisation (EBITDA) as a separate line item on the face of the Consolidated Statement of Profit and Loss for the period. The Group measures EBITDA based on consolidated profit/(loss) from continuing operations.

o) Cash and Cash Equivalents

Cash and cash equivalents for the purpose of Consolidated Statement of Cash Flows comprise cash and cheques in hand, bank balances, demand deposits with banks where the original maturity is three months or less and other short term highly liquid investments net of bank overdrafts which are repayable on demand as these form an integral part of the Group's cash management.

p) Employee Benefits

Short Term Employee Benefits :

All employee benefits payable wholly within twelve months of rendering the service are classified as short term employee benefits and they are recognised in the period the employee renders the related service.

Post-Employment Benefits:

I. Defined contribution plans:

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into state managed retirement benefit schemes and will have no legal or constructive obligation to pay further contributions, if any, if the state managed funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. The Group's contributions to defined contribution plans are recognised in the Consolidated Statement of Profit and Loss in the financial year to which they relate. The Parent Company and its Indian subsidiaries operate defined contribution plans pertaining to Employee State Insurance Scheme and Government administered Pension Fund Scheme for all applicable employees and the Parent Company operates a Superannuation scheme for eligible employees. A few Indian Subsidiaries also operate Defined Contribution Plans pertaining to Provident Fund Scheme.

Recognition and measurement of defined contribution plans :

The Group recognises contribution payable to a defined contribution plan as an expense in the Consolidated Statement of Profit and Loss when the employees render services. If the contributions payable for services received from employees before the reporting date exceeds the contributions already paid, the deficit payable is recognised as a liability after deducting the contribution already paid. If the contribution already paid exceeds the contribution due for services received before the reporting date, the excess is recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

II. Defined benefit plans :

i) Provident fund scheme :

The Parent Company makes specified monthly contributions towards Employee Provident Fund scheme to a separate trust administered by the Parent Company. The minimum interest payable

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

by the trust to the beneficiaries is being notified by the Government every year. The Parent Company has an obligation to make good the shortfall, if any, between the return on investments of the trust and the notified interest rate.

ii) Gratuity scheme :

The Parent Company, its Indian subsidiaries and some of its foreign subsidiaries operate a gratuity scheme for employees. The contribution is paid to a separate entity (a fund) or to a financial institution, towards meeting the Gratuity obligations.

iii) Pension and Leaving Indemnity Scheme :

The Parent Company and some of its foreign subsidiaries operate a pension and leaving indemnity plan for certain specified employees and is payable upon the employee satisfying certain conditions as approved by the Board of Directors.

iv) Post-Retirement Medical benefit plan :

The Parent Company and some of its foreign subsidiaries operate a post-retirement medical benefit plan for certain specified employees and is payable upon the employee satisfying certain conditions.

Recognition and measurement of defined benefit plans :

The cost of providing defined benefits is determined using the Projected Unit Credit method with actuarial valuations being carried out at each reporting date. The defined benefit obligations recognised in the Consolidated Balance Sheet represent the present value of the defined benefit obligations as reduced by the fair value of plan assets, if applicable. Any defined benefit asset (negative defined benefit obligations resulting from this calculation) is recognised representing the present value of available refunds and reductions in future contributions to the plan.

All expenses represented by current service cost, past service cost, if any, and net interest on the defined benefit liability (asset) are recognised in the Consolidated Statement of Profit and Loss. Remeasurements of the net defined benefit liability (asset) comprising actuarial gains and losses and the return on the plan assets (excluding amounts included in net interest on the net defined benefit liability/asset), are recognised in Other Comprehensive Income. Such remeasurements are not reclassified to the Consolidated Statement of Profit and Loss in the subsequent periods.

The Group presents the above liability/(asset) as current and non-current in the Balance Sheet as per actuarial valuation by the independent actuary; however in case of the Parent entity of the Group, entire liability towards gratuity is considered as current as the Parent entity will contribute this amount to the gratuity fund within the next twelve months.

Other Long Term Employee Benefits :

Entitlements to deferred incentives, annual leave and sick leave are recognised when they accrue to employees. Sick leave can only be availed while annual leave can either be availed or encashed subject to a restriction on the maximum number of accumulation of leave. The Group determines the liability for such accumulated leaves using the Projected Accrued Benefit method with actuarial valuations being carried out at each Balance Sheet date. Expenses related to other long term employee benefits are recognised in the Consolidated Statement of Profit and Loss (including actuarial gain and loss).

q) Share based Payments :

The Parent Company operates equity settled share-based plan for the employees (Referred to as employee stock option plan (ESOP)). ESOP granted to the employees are measured at fair value of the stock options at the grant date. Such fair value of the equity settled share based payments is expensed on a straight line basis over the vesting period, based on the Parent Company's estimate of equity shares that will eventually vest, with a corresponding increase in equity (employee stock option reserve). At the end of each reporting period, the Parent Company revises its estimate of number of equity shares expected to vest. The impact of the revision of the original estimates, if any, is recognised in the Consolidated Statement of Profit and Loss such that cumulative expense reflects the revision estimate, with a corresponding adjustments to the employee stock option reserve.

One of the subsidiaries of the Group has entered into an agreement wherein the consideration for services taken will be paid through an equity-settled share-based arrangement upon achievement of the agreed milestones. Such equity-settled share-based payment is measured as per the fair value of the equity instruments granted as the fair value of service received cannot be measured reliably. The fair value of equity settled share based payment is recognised as capital work in progress as the same is related to property, plant and equipment along with a corresponding increase in the equity (Share based Payment Reserve).

r) Treasury shares :

The Group has created an ESOP Trust (Asian Paints Employees Stock Ownership Trust) which acts as a vehicle to execute its ESOP plan. The ESOP trust is considered as an extension of the Parent Company and the shares held by the ESOP trust are treated as Treasury shares. The ESOP Trust purchases Parent Company's share from secondary market for issuance to the employees on exercise of the granted stock options. These shares are recognised at cost and is disclosed separately as reduction from Other Equity as treasury shares. No gain or loss is recognised in the Consolidated Statement of Profit and Loss on purchase, sale, issuance, or cancellation of treasury shares. Any consideration paid or received is directly recognised in treasury shares in Other Equity.

s) Lease accounting

Assets taken on lease :

The Group mainly has lease arrangements for land and building for offices, warehouse spaces, retail stores, vehicles and others.

The Group assesses whether a contract is or contains a lease, at inception of a contract in accordance with Ind AS 116. The assessment involves the exercise of judgement about whether (i) the contract involves the use of an identified asset, (ii) the Group has substantially all the economic benefits from the use of the asset through the period of the lease, and (iii) the Group has the right to direct the use of the asset.

The Group recognises a right-of-use asset ("ROU") and a corresponding lease liability at the lease commencement date. The ROU asset is initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The ROU asset is depreciated using the straight-line method from the commencement date to the earlier of, the end of the useful life of the ROU asset or the end of the lease term or useful life of the underlying asset if the Group expects to exercise a purchase option in the lease. The estimated useful lives of ROU assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, generally discounted using an incremental borrowing rate specific to the Group, term and currency of the contract.

Lease payments included in the measurement of the lease liability include fixed payments, variable lease payments that depend on an index or a rate known at the commencement date; and extension option payments or purchase options payment which the Group is reasonably certain to exercise.

Variable lease payments that do not depend on an index or rate are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "other expenses" in the Consolidated Statement of Profit and Loss.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made and remeasured (with a corresponding adjustment to the related ROU asset) when there is a change in future lease payments in case of renegotiation, changes of an index or rate or in case of reassessment of options.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Short-term leases and leases of low-value assets

The Group has elected not to recognise ROU assets and lease liabilities for short term leases as well as low value assets and recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

t) Borrowing Cost

Borrowing cost includes interest, amortisation of ancillary costs incurred in connection with the arrangement of borrowings and exchange differences arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs, if any, directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised, if any. All other borrowing costs are expensed in the period in which they occur.

u) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM) of the Group. The CODM is responsible for allocating resources and assessing performance of the operating segments of the Group.

v) Events after reporting date

Where events occurring after the Balance Sheet date provide evidence of conditions that existed at the end of the reporting period, the impact of such events is adjusted within the Consolidated Financial Statement. Otherwise, events after the Balance Sheet date of material size or nature are only disclosed.

w) Investment in associate companies

An associate is an entity over which the Group has significant influence as defined under Ind AS 28, Investments in Associates and Joint Ventures.

The Group's investments in its associate is accounted for using the equity method. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment individually.

The financial statements of the associate are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value, and then recognises the loss as 'Share of profit in associate' in the Consolidated Statement of Profit and Loss.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in Consolidated Statement of Profit and Loss.

x) Basis of Consolidation

The Consolidated Financial Statement comprise the financial statements of the Parent Company and its subsidiaries.

The Parent Company consolidates all the entities where control exists as per Ind AS 110, Consolidated Financial Statement from the date control commences until the date control ceases. Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Parent Company has less than a majority of the voting or similar rights of an investee, the Parent Company considers all relevant facts and circumstances in assessing whether it has power over an investee, including :

- The contractual arrangement with the other vote holders of the investee,
- Rights arising from other contractual arrangements,
- The Parent Company's voting rights and potential voting rights,
- The size of the Parent Company's holding of voting rights relative to the size and dispersion of the holdings of the other voting rights holders.

The Parent Company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Assets, liabilities, income and expenses of a subsidiary acquired or disposed off during the year are included in the Consolidated Financial Statement from the date the Parent Company gains control until the date the Parent Company ceases to control the subsidiary. Consolidated Financial Statement are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

The financial statements of all entities used for the purpose of consolidation are drawn up to same reporting date as that of the Parent Company, i.e., year ended on 31st March.

The Consolidated Financial Statement of the Group have been combined on a line-by-line basis, after fully eliminating intra-group balances and intra-group transactions and resulting unrealised profits. Unrealised losses resulting from intra-group transactions are not eliminated unless cost cannot be recovered. Ind AS 12, Income Taxes applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions.

Consolidated Profit or loss and each component of other comprehensive income (OCI) are attributed to the owners of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. Any difference between the amount at which the non- controlling interest are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to shareholders of the Group.

The payments related to forward contracts entered/ options issued by the Group over the non- controlling interests in its subsidiaries are accounted as financial liabilities and initially recognised at the estimated present value of gross obligations. Such forward contracts/ options are subsequently measured at fair value in order to reflect the amount payable under the option at the date at which it becomes exercisable. In the event that the option expires un-exercised, the liability is de-recognised.

y) Earnings Per Share (EPS)

Basic earnings per share is calculated by dividing the net profit attributable to the equity shareholders of the Parent Company with the weighted average number of equity shares outstanding during the financial year, adjusted for treasury shares.

Diluted Earnings per share is calculated by dividing net profit attributable to the equity shareholders of the Parent Company with the weighted average number of shares outstanding during the financial year, adjusted for effects of diluting potential equity shares towards ESOP plan.

z) Exceptional items :

An ordinary item of income or expense which by its size, nature, occurrence or incidence requires a disclosure in order to improve understanding of the performance of the Group is treated as an exceptional item in the Consolidated Statement of Profit and Loss.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

1.4. Key accounting estimates and judgements

The preparation of the Consolidated Financial Statement requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities effected in future periods.

Critical accounting estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below :

a) Income taxes

Significant judgements are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid/recovered for uncertain tax positions (Refer note 9).

b) Business combinations and intangible assets

Business combinations are accounted for using IND AS 103, Business Combinations. IND AS 103 requires the identifiable intangible assets and contingent consideration to be fair valued in order to ascertain the net fair value of identifiable assets, liabilities and contingent liabilities of the acquiree. Significant estimates are required to be made in determining the value of contingent consideration and intangible assets. These valuations are conducted by independent valuation experts.

c) Property, plant and equipment

Property, plant and equipment represent a significant proportion of the asset base of the Group. The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. The useful lives and residual values of Group's assets are determined by the management at the time the asset is acquired and reviewed periodically, including at each financial year end. The lives are based on historical experience with similar assets as well as anticipation of future events, the usage of the asset, expected physical wear and tear, the operating conditions of the asset, anticipated technological changes or a change in market demand of the product or service output of the asset, manufacturers warranties and maintenance support, etc.

d) Impairment of Goodwill and Other Intangible Assets with Indefinite Life

Goodwill and other intangible assets with indefinite useful life are tested for impairment on an annual basis and whenever there is an indication that the recoverable amount of a cash generating unit is less than its carrying amount based on a number of factors including operating results, business plans, future cash flows and economic conditions. The recoverable amount of cash generating units is determined based on higher of value-in-use and fair value less cost to sell. The goodwill impairment test is performed at the level of the cash-generating unit or groups of cash-generating units which are benefitting from the synergies of the acquisition and which represents the lowest level at which goodwill is monitored for internal management purposes.

Market related information and estimates are used to determine the recoverable amount. Key assumptions on which management has based its determination of recoverable amount include estimated long term growth rates, weighted average cost of capital and estimated operating margins. Cash flow projections take into account past experience and represent management's best estimate about future developments.

e) Defined Benefit Obligation

The costs of providing pensions and other post-employment benefits are charged to the Consolidated Statement of Profit and Loss in accordance with Ind AS 19 'Employee benefits' over the period during which benefit is derived from the employees' services. The costs are assessed on the basis of assumptions selected by the management. These assumptions include salary escalation rate, discount rates, expected rate of return on assets and mortality rates. The same is disclosed in Note 32, 'Employee benefits'.

f) Share-based payment transactions

The fair value of employee stock options is measured using the Black-Scholes model. Measurement inputs include share price on grant date, exercise price of the instrument, expected volatility (based on weighted average historical volatility), expected life of the instrument (based on expected exercise behaviour), expected dividends, and the risk free interest rate (based on government bonds). Details regarding the determination of the fair value of equity-settled share-based transactions are set out in note 32(3).

g) Fair value measurement of financial instruments

When the fair values of financials assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques, including the discounted cash flow model, which involve various judgements and assumptions.

h) Right-of-use assets and lease liability

The Group has exercised judgement in determining the lease term as the non-cancellable term of the lease, together with the impact of options to extend or terminate the lease if it is reasonably certain to be exercised.

Where the rate implicit in the lease is not readily available, an incremental borrowing rate is applied. This incremental borrowing rate reflects the rate of interest that the lessee would have to pay to borrow over a similar term, with a similar security, the funds necessary to obtain an asset of a similar nature and value to the right-of-use asset in a similar economic environment. Determination of the incremental borrowing rate requires estimation.

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Note 2A : Property, Plant and Equipment

(₹ in Crores)

	Gross carrying value						Depreciation/Amortisation						Net Carrying Value
	As at 01.04.2024	Translation Difference	Additions / Adjustments	Deductions / Adjustments	Disposal of Subsidiaries #	As at 31.03.2025	As at 01.04.2024	Translation Difference	Additions / Adjustments	Deductions / Adjustments	Disposal of Subsidiaries #	As at 31.03.2025	As at 31.03.2025
Land^	444.57	0.10	14.94	-	61.44	398.17	-	-	-	-	-	-	398.17
Buildings	1,854.21	(13.10)	658.90	14.00	33.55	2,452.46	444.25	(3.64)	69.30	11.99	7.23	490.69	1,961.77
Plant and Equipment	5,421.51	(11.28)	2,247.74	24.06	58.10	7,575.81	3,044.54	(4.98)	495.20	23.56	29.61	3,481.59	4,094.22
Scientific Research :													
Buildings	71.39	-	-	-	-	71.39	20.55	-	2.74	-	-	23.29	48.10
Equipment	81.81	-	3.08	-	-	84.89	60.81	-	5.65	-	-	66.46	18.43
Leasehold Improvements	0.31	-	-	-	-	0.31	0.15	-	0.03	-	-	0.18	0.13
Furniture and Fixtures	175.17	(0.23)	36.44	7.11	0.94	203.33	93.86	(0.12)	19.50	5.75	0.91	106.58	96.75
Vehicles	27.11	(3.31)	1.93	0.17	-	25.56	21.44	(1.79)	1.59	0.17	-	21.07	4.49
Office Equipment	144.70	(1.01)	44.24	12.27	6.61	169.05	100.53	(0.58)	16.79	9.45	5.67	101.62	67.43
Leasehold improvements	27.44	0.01	92.90	0.43	-	119.92	16.43	0.01	6.10	0.45	-	22.09	97.83
Assets Given on Operating Lease :													
Tinting systems	3.68	0.11	-	1.70	-	2.09	3.14	0.10	0.18	1.63	-	1.79	0.30
Total	**8,251.90**	**(28.71)**	**3,100.17**	**59.74**	**160.64**	**11,102.98**	**3,805.70**	**(11.00)**	**617.08**	**53.00**	**43.42**	**4,315.36**	**6,787.62**

(₹ in Crores)

	Gross carrying value						Depreciation/Amortisation						Net Carrying Value
	As at 01.04.2023	Translation Difference	Acquisition of Subsidiaries&	Additions / Adjustments	Deductions / Adjustments	As at 31.03.2024	As at 01.04.2023	Translation Difference	Acquisition of Subsidiaries&	Additions / Adjustments	Deductions / Adjustments	As at 31.03.2024	As at 31.03.2024
Land^	447.02	(3.46)	0.33	0.68	-	444.57	-	-	-	-	-	-	444.57
Buildings	1,756.34	(4.85)	0.24	102.53	0.05	1,854.21	386.05	(0.91)	0.11	59.01	0.01	444.25	1,409.96
Plant and Equipment	4,825.25	(5.92)	2.34	615.89	16.05	5,421.51	2,680.78	(3.45)	1.38	379.20	13.37	3,044.54	2,376.97
Scientific Research :													
Buildings	71.39	-	-	-	-	71.39	17.80	-	-	2.75	-	20.55	50.84
Equipment	76.13	-	-	5.32	(0.36)	81.81	54.65	-	-	6.04	(0.12)	60.81	21.00
Leasehold Improvements	0.31	-	-	-	-	0.31	0.11	-	-	0.04	-	0.15	0.16
Furniture and Fixtures	145.80	0.10	2.74	29.85	3.32	175.17	78.89	0.09	0.80	16.51	2.43	93.86	81.31
Vehicles	23.36	0.63	0.57	3.26	0.71	27.11	19.53	0.74	0.14	1.71	0.68	21.44	5.67
Office Equipment	122.87	(0.49)	2.59	21.98	2.25	144.70	86.06	(0.37)	1.32	15.74	2.22	100.53	44.17
Leasehold improvements	10.00	-	9.88	7.14	(0.42)	27.44	9.62	-	4.34	2.44	(0.03)	16.43	11.01
Assets Given on Operating Lease :													
Tinting systems	3.31	0.39	-	-	0.02	3.68	2.64	0.31	-	0.20	0.01	3.14	0.54
Total	**7,481.78**	**(13.60)**	**18.69**	**786.65**	**21.62**	**8,251.90**	**3,336.13**	**(3.59)**	**8.09**	**483.64**	**18.57**	**3,805.70**	**4,446.20**

The amount of contractual commitments for the acquisition of property, plant and equipment is disclosed in Note 32 (b).

^ Includes leasehold land of ₹ 4.56 crores in Parent Company which is not being amortised as the Parent Company has an option to convert it into freehold on payment of a nominal amount.

As at 31st March 2025, ₹ 174.10 crores (Previous year - ₹ 197.67 crores) was hypothecated as security for borrowings.

& Refer note 41 (a) & (b)

Refer note 41 (d)

Note 2B : Right-of-Use Assets

(₹ in Crores)

Movement in net carrying amount	Year 2024-25						Year 2023-24					
	Leasehold Land	Buildings	Plant and Equipment	Office Equipment	Vehicles	Total	Leasehold Land	Buildings	Plant and Equipment	Office Equipment	Vehicles	Total
Balance as at 1st April	**670.45**	**1,177.20**	**0.10**	**0.02**	**8.50**	**1,856.27**	**351.69**	**850.06**	**0.13**	**0.03**	**7.01**	**1,208.92**
Additions	17.84	416.99	-	-	4.85	439.68	329.01	675.99	-	-	6.35	1,011.35
Acquisition of Subsidiaries&	-	-	-	-	-	-	-	34.40	-	-	-	34.40
Depreciation	15.23	365.34	0.03	0.01	4.88	385.49	10.78	330.45	0.03	0.01	4.85	346.12
Deletions / Adjustments	30.00	28.20	-	-	0.14	58.34	-	51.63	-	-	0.08	51.71
Disposal of Subsidiaries#	-	0.17	-	-	0.02	0.19	-	-	-	-	-	-
Translation difference	(6.14)	(2.19)	-	-	0.12	(8.21)	0.53	(1.17)	-	-	0.07	(0.57)
Balance as at 31st March	**636.92**	**1,198.29**	**0.07**	**0.01**	**8.43**	**1,843.72**	**670.45**	**1,177.20**	**0.10**	**0.02**	**8.50**	**1,856.27**

For additions and movement in lease liabilities, Refer note 16.

& Refer note 41(a) & (b)

Refer note 41(d)

Note 3 : Capital Work-In-Progress

Capital Work-in-Progress (CWIP) ageing schedule

(₹ in Crores)

CWIP	Amount in CWIP for a period of				As at 31.03.2025
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	998.21	170.74	48.89	36.65	1,254.49
Projects temporarily suspended	-	-	-	-	-

(₹ in Crores)

CWIP	Amount in CWIP for a period of				As at 31.03.2024
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	1,959.50	621.31	112.27	5.29	2,698.37
Projects temporarily suspended	-	-	-	-	-

CWIP assets where completion is overdue and/or cost has exceeded its original plan

There were no CWIP assets where completion was overdue against original planned timelines or where estimated cost exceeds its original value as on 31st March 2025.

(₹ in Crores)

CWIP	To be completed in				As at 31.03.2024
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Wada Plant - Bath Fitting	50.73	-	-	-	50.73
Bhandup office and warehouse	108.77	-	-	-	108.77
Asian Paints Headquarter Project	188.65	-	-	-	188.65
Ankleshwar Plant Expansion	1,150.43	-	-	-	1,150.43

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 4 : Intangible Assets

(₹ in Crores)

	Gross carrying value						Amortisation						Net carrying value	
	As at 01.04.2024	Translation Difference	Additions / Adjustments	Acquisition of Subsidiaries[$]	Deductions / Adjustments	Disposal of Subsidiaries[*]	As at 31.03.2025	As at 01.04.2024	Translation Difference	Additions / Adjustments	Deductions / Adjustments	Disposal of Subsidiaries[*]	As at 31.03.2025	As at 31.03.2024
4A. GOODWILL (Refer note 2 below)														
Goodwill on Consolidation	465.78	(11.26)	-	-	-	-	454.52	-	-	-	-	-	-	465.78
Goodwill acquired separately	47.28	-	-	-	-	-	47.28	-	-	-	-	-	-	47.28
Total (4A)	**513.06**	**(11.26)**	**-**	**-**	**-**	**-**	**501.80**	**-**	**-**	**-**	**-**	**-**	**-**	**513.06**
4B. OTHER INTANGIBLE ASSETS (acquired separately)														
Brand (Refer note 1 below)	330.85	(12.47)	-	-	-	-	318.38	-	-	-	-	-	-	330.85
Trademark	6.39	-	-	-	-	-	6.39	4.23	-	1.09	-	-	5.32	2.16
Computer Software	238.47	(0.35)	25.16	13.57	0.94	-	276.01	197.67	(0.22)	23.96	-	-	221.41	40.80
Others	77.96	(1.82)	-	-	-	-	76.14	27.06	(1.16)	5.95	-	-	31.85	50.90
Scientific Research :														
Computer Software	0.51	-	-	-	-	-	0.51	0.26	-	0.09	-	-	0.35	0.25
Total (4B)	**654.18**	**(14.64)**	**25.16**	**13.57**	**0.94**	**-**	**650.19**	**229.22**	**(1.38)**	**31.09**	**-**	**-**	**244.56**	**424.96**
Total (4A+4B)	**1,167.24**	**(25.90)**	**25.16**	**13.57**	**0.94**	**-**	**1,151.99**	**229.22**	**(1.38)**	**31.09**	**-**	**-**	**244.56**	**938.02**

(₹ in Crores)

	Gross carrying value						Amortisation						Net carrying value	
	As at 01.04.2023	Translation Difference	Additions / Adjustments	Acquisition of Subsidiaries[$]	Deductions / Adjustments	Disposal of Subsidiaries[*]	As at 31.03.2024	As at 01.04.2023	Translation Difference	Additions / Adjustments	Deductions / Adjustments	Acquisition of Subsidiaries[$]	As at 31.03.2024	As at 31.03.2024
4A. GOODWILL (Refer note 2 below)														
Goodwill on Consolidation	272.99	8.91	183.88	-	-	-	465.78	-	-	-	-	-	-	272.99
Goodwill acquired separately	47.28	-	-	-	-	-	47.28	-	-	-	-	-	-	47.28
Total (4A)	**320.27**	**8.91**	**183.88**	**-**	**-**	**-**	**513.06**	**-**	**-**	**-**	**-**	**-**	**-**	**320.27**
4B. OTHER INTANGIBLE ASSETS (acquired separately)														
Brand (Refer note 1 below)	95.03	3.59	215.70	16.53	-	-	330.85	-	-	-	-	-	-	95.03
Trademark	6.39	-	-	-	-	-	6.39	3.14	-	1.09	-	-	4.23	3.25
Computer Software	217.57	(0.21)	0.01	21.10	-	-	238.47	177.26	(0.19)	0.01	20.59	-	197.67	40.31
Others	68.02	5.58	4.36	-	-	-	77.96	19.53	1.95	-	5.58	-	27.06	48.49
Scientific Research :														
Computer Software	0.51	-	-	-	-	-	0.51	0.18	-	0.08	-	-	0.26	0.33
Total (4B)	**387.52**	**8.96**	**220.07**	**37.63**	**-**	**-**	**654.18**	**200.11**	**1.76**	**0.01**	**-**	**-**	**229.22**	**187.41**
Total (4A+4B)	**707.79**	**17.87**	**403.95**	**37.63**	**-**	**-**	**1,167.24**	**200.11**	**1.76**	**-**	**-**	**-**	**229.22**	**507.68**

The amount of contractual commitments for the acquisition of intangible assets is disclosed in Note 31 (b).

[$] Refer note 41(a) & (b)

[#] Refer note 41(d)

[*] Refer note 2

Note 4 : Intangible Assets (Contd.)

1. Brand :

'Brand' includes brands acquired pursuant to acquisition of subsidiaries. These have indefinite useful life as the registration of these brands can be renewed indefinitely and management assessed that they will continue to generate future cash flows for the Group indefinitely. Accordingly, the same is not amortised and is tested for impairment annually (Refer note 2). The breakup of Brand is as follows :

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
'WhiteTeak' Brand (Refer note 2)	179.25	215.70
'Weatherseal' Brand	16.53	16.53
'Causeway' Brand	45.40	43.73
'Kadisco' Brand	12.00	26.14
'Sleek' Brand	28.75	28.75
Total	**281.93**	**330.85**

2. Goodwill :

'Goodwill' acquired in business combination is allocated, at acquisition, to the cash generating units (CGUs) that are expected to benefit from that business combination. The carrying amount of goodwill has been allocated as follows:

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Goodwill on Consolidation		
Berger Paints Emirates LLC	3.22	3.12
Kadisco Paint and Adhesive Industry Share Company	13.00	28.37
Asian Paints (Vanuatu) Limited	1.09	1.07
Asian Paints (South Pacific) Pte Limited	2.23	2.18
SCIB Chemicals, S.A.E.	14.31	13.96
Causeway Paints Lanka (Pvt) Ltd	33.66	53.09
Asian Paints International Private Limited	75.83	75.83
Weatherseal Fenestration Private Limited	11.09	11.09
Obgenix Software Private Limited (Refer note 41 (a))	-	165.33
Harind Chemicals and Pharmaceuticals Private Limited (Refer note 41 (b))	17.87	17.87
Goodwill acquired separately		
Asian Paints Limited (Bath Fittings Business)	35.36	35.36
Asian Paints Limited (Kitchen and Components Business)	11.92	11.92
Total	**219.58**	**419.19**

Impairment Assessment of Goodwill/ Intangibles (with indefinite useful life) :

The recoverable amounts of all the CGUs are determined as per value-in-use calculations which uses cashflow projections based on the financial budgets approved by the management covering a five to eight years period (Previous year - five to nine year). The Group believes this to be the most appropriate timescale for reviewing and considering annual performance before applying a fixed terminal value multiple to the final cash flows.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 4 : Intangible Assets (Contd.)

2. Goodwill (Contd.):

Key Assumptions used for value-in-use are as follows :

	As at 31.03.2025	As at 31.03.2024
Period considered for cash flow projections by management under Value-in-use method	5 years to 8 years	5 years to 9 years
Projected revenue growth rate	4% to 68%	7% to 107%
Terminal Growth Rate	2% to 13%	1.6% to 12%
Discount rate	11% to 35%	12% to 35%

Taking into account the business performance, prevailing business conditions and revised expectations of the future performance, the Group has recognised following impairment losses during the current year :

₹ 21.47 crores in respect of Goodwill on consolidation recognised on acquisition of Causeway Paints Lanka (Pvt) Ltd. The carrying value (Parent share) of the CGU is ₹ 317.77 crores (includes intangibles with indefinite useful life of ₹ 45.40 crores) and recoverable amount is ₹ 296.30 crores determined based on its value-in-use.

₹ 165.33 crores in respect of Goodwill on consolidation and ₹ 36.45 crores in respect of Intangibles (Refer note 1) recognised on acquisition of Obgenix Software Private Limited. The carrying value (Parent share) of the CGU is ₹ 284.78 crores (includes intangibles with indefinite useful life of ₹ 215.70 crores) and recoverable amount is ₹ 83.00 crores determined based on its value-in-use.

The same has been disclosed as an exceptional item in Note 39.

As at 31st March 2025, changes to each of the key assumptions will lead to additional impairment as follows :

Goodwill on Consolidation	Assumption	Current Assumption	Change in Assumption	Additional impairment (₹ in Crores)
Causeway Paints Lanka (Pvt) Ltd	Discount rate	22.75%	3% increase	54.81
Causeway Paints Lanka (Pvt) Ltd	Revenue Growth rate (CAGR)	14.96%	5% decrease	8.95
Obgenix Software Private Limited	Discount rate	15.15%	3% increase	37.58
Obgenix Software Private Limited	Revenue Growth rate (CAGR)	21.34%	5% decrease	25.55

For other CGUs, management believes that any reasonable possible change in any of these assumptions would not cause the carrying amount to exceed its recoverable amount.

Discount rates - Management estimates discount rates using post-tax rates that reflect current market assessment of the risks specific to the CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the CGU and its operating segments and is derived from its weighted average cost of capital (WACC).

Growth rates - The growth rates are based on industry growth forecasts. Management determines the budgeted growth rates based on past performance and its expectations on demand condition. The weighted average growth rates used are consistent with industry reports.

Note 5 : Investments

		Face value (₹)	As at 31.03.2025 Nos.	As at 31.03.2025 ₹ in Crores	As at 31.03.2024 Nos.	As at 31.03.2024 ₹ in Crores
I.	**NON-CURRENT INVESTMENTS**					
A.	**Investments in Equity Instruments**					
	(a) Quoted equity shares measured at FVTOCI					
	Akzo Nobel India Limited	10	20,10,626	723.43	20,10,626	479.47
	HDFC Bank Limited*	1	7,81,200	142.82	7,81,200	113.11
	Apcotex Industries Limited	2	34,180	1.14	34,180	1.50
	Total Investment in Quoted equity shares			**867.39**		**594.08**
	(b) Unquoted equity shares					
	(i) Associate Companies (accounted as per equity method, Refer note 36)					
	PPG Asian Paints Private Limited	10	2,85,18,112	608.00	2,85,18,112	583.13
				608.00		**583.13**
	(ii) Other equity shares measured at FVTPL					
	Pattancheru Enviro-tech Limited	10	12,900	0.01	12,900	0.01
	Cuddalore SIPCOT Common Utilities Limited	100	2,830	0.03	2,830	0.03
	Narmada Clean Tech Limited	10	4,97,833	0.49	4,97,833	0.49
	SKH Metals Limited	10	62,500	0.50	62,500	0.50
	Amplus RJ Solar Private Limited	10	8,50,000	0.85	8,50,000	0.85
	BEIL Infrastructure Limited	10	5,600	0.01	5,600	0.01
	Paints and Coatings Skill Council	25,000	10	0.03	10	0.03
	Saraswat Co-operative Bank # [₹ 39,500/- (As at 31st March 2024 - ₹ 39,500)]	10	2,500	#	2,500	#
				1.92		**1.92**
	Total Investment in Unquoted equity shares (i+ii)			**609.92**		**585.05**
	Total investments in Equity Instruments (a+b)	**A**		**1,477.31**		**1,179.13**
B.	**Investments in Unquoted Government securities measured at amortised cost**					
	National Savings & Defence Certificates # [₹ 39,500/- (As at 31st March 2024 - ₹ 39,500)]	**B**		#		#
C.	**Investments in Debentures or Bonds**					
	(a) Investments in Unquoted Debentures or Bonds measured at amortised cost					
	7.50% Ethiopian Renaissance Dam Bond		12	0.48	10	0.97
	8.00% Ethiopian Renaissance Dam Bond			-	4	0.38
	Total Investment in Unquoted Debentures or Bonds measured at amortised cost			**0.48**		**1.35**
	(b) Investments in Debentures or Bonds measured at FVTOCI					
	(i) Quoted Debentures or Bonds					
	Redeemable and Non-Convertible					
	Zero Coupon Debentures of HDB Financial Services Limited - Series 2022 A/0(ZC)/186_ Option 1	10,00,000	-	-	450	50.07
	Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III 29JN26	10,00,000	-	-	600	51.83

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 5 : Investments (Contd.)

	Face value (₹)	As at 31.03.2025		As at 31.03.2024	
		Nos.	₹ in Crores	Nos.	₹ in Crores
I. NON-CURRENT INVESTMENTS (Contd.)					
C. Investments in Debentures or Bonds (Contd.)					
(b) Investments in Debentures or Bonds measured at FVTOCI (Contd.)					
(i) Quoted Debentures or Bonds (Contd.)					
Redeemable and Non-Convertible (Contd.)					
7.11% Bond of Power Finance Corporation Limited - Series 1A	1,000	-	-	51,341	5.27
7.07% Bond of Indian Railway Finance Corporation Limited - Series 102nd	1,000	-	-	2,26,500	23.30
Zero Coupon Debentures of LIC Housing Finance Limited - Tranche 416	10,00,000	-	-	450	50.42
7.14% Bond of National Highway Authority of India - Series IA	1,000	-	-	1,42,849	14.73
7.11% Bond of National Thermal Power Corporation Limited - Series 1A	1,000	-	-	62,457	6.41
			-		**202.03**
(ii) Unquoted Debentures or Bonds					
Redeemable and Non-Convertible					
5.25% Bond of Indian Railway Finance Corporation Limited - Series VII 54EC	10,000	500	0.50	500	0.50
5.00% Bond of Indian Railway Finance Corporation Limited - Series IV	10,000	-	-	500	0.50
5.00% Bond of Rural Electrification Corporation Limited - Series XVI 54EC 31AG27	10,000	500	0.50	500	0.50
5.00% Bond of Rural Electrification Corporation Limited - Series XVI 54EC 31MY27	10,000	500	0.50	500	0.50
5.25% Bond of Power Finance Corporation Limited - Series VIII	10,000	500	0.50	-	-
			2.00		**2.00**
Total Investments in Debentures or Bonds measured at FVTOCI (i+ii)			**2.00**		**204.03**
Total Investments in Debentures or Bonds (a + b)	**C**		**2.48**		**205.38**
Total Non-Current Investments (A+B+C)			**1,479.79**		**1,384.51**
Total Investments in Associate Companies			**608.00**		**583.13**
Total Investments in Other entities			**871.79**		**801.38**
Aggregate amount of quoted investments - At cost			41.43		233.93
Aggregate amount of quoted investments - At market value			867.39		796.11
Aggregate amount of unquoted investments			612.40		588.40

* In the previous year, Housing Development Finance Corporation Limited (HDFC Ltd.) merged into HDFC Bank Limited (allotted 42 new equity shares of the face value of ₹ 1 per share, for every 25 equity shares of the face value of ₹ 2 per share fully paid-up held in HDFC Ltd.).

Note 5 : Investments (Contd.)

	Face value (₹)	As at 31.03.2025		As at 31.03.2024	
		Nos.	₹ in Crores	Nos.	₹ in Crores
II. CURRENT INVESTMENTS					
A. Investment in Government securities measured at amortised cost					
(a) Investments in quoted Government securities (with original maturity of more than 3 months)		-	-	14	28.92
(b) Investments in quoted Government securities (with original maturity of less than 3 months)		-	-	5	12.13
Total Investment in Government securities measured at amortised cost	**A**		**-**		**41.05**
B. Investments in Debentures or Bonds					
(a) Investments in Unquoted Debentures or Bonds measured at amortised cost					
8.00% Ethiopian Renaissance Dam Bond		2	0.21	-	-
Total Investments in Debentures or Bonds measured at amortised cost			**0.21**		**-**
(b) Investments in Debentures or Bonds measured at FVTOCI					
(i) Quoted Debentures or Bonds					
Redeemable and Non-Convertible					
Zero Coupon Debentures of LIC Housing Finance Limited - Tranche 416	10,00,000	450	54.48	-	-
Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III 29JN26	10,00,000	600	56.41	-	-
Zero Coupon Debentures of HDB Financial Services Limited - Series 2022 A/0(ZC)/186_ Option 1	10,00,000	450	54.48	-	-
Zero Coupon Debentures of HDB Financial Services Limited - Series 2021 A/0(ZC)/163	10,00,000	-	-	230	27.09
Zero Coupon Debentures of HDB Financial Services Limited - Series 2021 A/0(ZC)/171	10,00,000	-	-	250	28.29
Zero Coupon Debentures of Kotak Mahindra Investments Limited - Series III	10,00,000	-	-	250	23.41
6.30% Debentures of HDB Financial Services Limited - Series 2022 A/1(FX)/177	10,00,000	-	-	750	73.66
8.25% Debentures of Hero Fincorp Limited - Series HFCLNCD059OPI	10,00,000	-	-	250	24.88
6.70% Debentures of Tata Capital Limited - Series B	10,00,000	-	-	400	39.44
7.14% Bond of National Highway Authority of India - Series IA	1,000	1,42,849	14.46	-	-
7.11% Bond of Power Finance Corporation Limited - Series 1A	1,000	51,341	5.18	-	-
7.11% Bond of National Thermal Power Corporation Limited - Series 1A	1,000	62,457	6.30	-	-
7.07% Bond of Indian Railway Finance Corporation Limited - Series 102nd	1,000	2,26,500	22.60	-	-
			213.91	-	**216.77**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 5 : Investments (Contd.)

	Face value (₹)	As at 31.03.2025		As at 31.03.2024	
		Nos.	₹ in Crores	Nos.	₹ in Crores
II. CURRENT INVESTMENTS (Contd.)					
B. Investments in Debentures or Bonds (Contd.)					
(b) Investments in Debentures or Bonds measured at FVTOCI (Contd.)					
(ii) Unquoted Debentures or Bonds					
Redeemable and Non-Convertible					
5.00% Bond of Indian Railway Finance Corporation Limited - Series IV	10,000	500	0.50	-	-
			0.50		**-**
Total Investments in Debentures or Bonds measured at FVTOCI (i + ii)			**214.41**		**216.77**
Total Investments in Debentures or Bonds (a + b)	**B**		**214.62**		**216.77**
C. Investments in Quoted Mutual Funds measured at FVTPL					
(a) Investments in Liquid Mutual Funds					
UTI Liquid Fund (Formerly UTI Liquid Cash Plan) - Direct Plan		6,68,185	284.06	4,45,807	176.45
UTI Money Market Fund - Regular Growth Plan		10,728	3.24	10,728	3.01
Other Mutual Funds		-	2,743.04	-	2,766.14
			3,030.34		**2,945.59**
Total Investments in Quoted Mutual Funds measured at FVTPL	**C**		**3,030.34**		**2,945.59**
Total Current Investments (A+B+C)			**3,244.96**		**3,203.41**
Aggregate amount of quoted investments - At cost			2,962.18		3,021.55
Aggregate amount of quoted investments - At market value			3,244.27		3,203.41
Aggregate amount of unquoted investments			0.71		-

Note 6 : Trade Receivables

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Trade receivables				
(a) Secured, considered good	-	-	0.12	0.12
(b) Unsecured, considered good*	8.71	1.78	4,410.12	4,888.93
(c) Unsecured, credit impaired	-	-	566.00	422.17
	8.71	**1.78**	**4,976.24**	**5,311.22**
Less : Allowance for expected credit loss (includes credit impaired) (Refer note 29(C)(2))	-	-	(662.59)	(422.17)
Total	**8.71**	**1.78**	**4,313.65**	**4,889.05**

*Trade Receivables includes dues from associate (Refer note 33)

As at 31st March 2025, ₹ 63.22 crores (Previous year - ₹ 97.14 crores) was hypothecated as security for borrowings.

Note 6 : Trade Receivables (Contd.)

Trade Receivables ageing schedule

(₹ in Crores)

	Unbilled	Not Due	Outstanding for following periods from due date of payment					As at 31.03.2025
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Receivables								
(a) Undisputed, considered good	4.50	3,293.60	953.18	166.89	0.46	0.22	0.10	4,418.95
(b) Undisputed, credit impaired	-	1.35	5.17	52.63	173.50	116.64	149.42	498.71
(c) Disputed, considered good	-	-	-	-	-	-	-	-
(d) Disputed, credit impaired	-	0.21	0.94	7.67	7.90	8.91	41.66	67.29
	4.50	**3,295.16**	**959.29**	**227.19**	**181.86**	**125.77**	**191.18**	**4,984.95**
Less : Allowance for expected credit loss (includes credit impaired)								(662.59)
Total								**4,322.36**

(₹ in Crores)

	Unbilled	Not Due	Outstanding for following periods from due date of payment					As at 31.03.2024
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Receivables								
(a) Undisputed, considered good	7.15	3,838.81	874.25	165.88	0.89	1.04	2.81	4,890.83
(b) Undisputed, credit impaired	-	1.00	2.61	52.44	143.53	59.97	96.51	356.06
(c) Disputed, considered good	-	-	-	-	-	-	-	-
(d) Disputed, credit impaired	-	0.39	0.66	3.33	6.81	15.37	39.55	66.11
	7.15	**3,840.20**	**877.52**	**221.65**	**151.23**	**76.38**	**138.87**	**5,313.00**
Less : Allowance for expected credit loss (includes credit impaired)								(422.17)
Total								**4,890.83**

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Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 7 : Other Financial Assets*

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Unsecured & considered good				
Security deposits	88.24	76.68	14.88	15.62
Royalty receivable	-	-	0.40	0.38
Due from Associate Companies (Refer note 33)	-	-	3.91	2.62
Subsidy receivable from Governments (net)^	325.99	275.33	176.46	180.76
Term deposits held as margin money against bank guarantee and other commitments	0.68	4.04	2.82	5.80
Term deposits with more than 12 months of original maturity^^	458.13	246.95	713.38	1,193.00
Interest accrued on investments in debentures or bonds measured at FVTOCI	-	-	20.14	17.53
Quantity discount receivable	-	-	220.81	216.61
Foreign currency forward exchange contract (net)	-	-	-	0.03
Retention monies receivable from Customers	4.80	3.51	0.59	0.18
Other receivables	-	-	4.72	18.82
Total	**877.84**	**606.51**	**1,158.11**	**1,651.35**

* Refer note 29(C) for information about credit risk of other financial assets.

^ Current and Non Current portion of subsidy receivable from State Governments is net of allowance for expected credit loss amounting to ₹ 6.68 crores (Previous Year - ₹ 5.95 crores) and ₹ 7.11 crores (Previous Year - ₹ 9.62 crores) respectively. The allowance is created to provide for time value of money (Refer note 29(C)(2)).

^^ Fixed deposits in one of the subsidiary amounting to ₹ 3.97 crores (Previous Year - ₹ 3.80 crores) have been pledged as per the terms of underlying guarantees given by the banks on behalf of a former subsidiary.

Note 8 : Cash and Bank Balances

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
(A) Cash and Cash Equivalents		
(i) Balances with Banks		
(a) Current Accounts	260.32	558.59
(b) Cash Credit Accounts&	33.75	11.05
(c) Deposits with original maturity of less than 3 months^	99.49	166.40
(ii) Cheques, drafts on hand	50.72	92.25
(iii) Cash on hand	1.00	1.05
Total	**445.28**	**829.34**
(B) Other Balances with Banks		
(i) Term deposits with original maturity of more than 3 months but less than 12 months	288.55	206.11
(ii) Unpaid dividend and sales proceeds of Fractional Bonus Shares account *	40.07	36.23
(iii) Earmarked balances with banks	8.08	12.33
Total	**336.70**	**254.67**

& The borrowings carry an interest rate of 9.00% p.a. - 9.40% p.a. (Previous year - 8.55% p.a. - 9.40% p.a.).
Borrowings in certain subsidiaries is secured by hypothecation of building, plant and machinery, inventories, trade receivables, and other current assets.

^ Fixed deposits in one of the subsidiary amounting to ₹ 0.63 crores (Previous Year - ₹ 1.67 crores) have been pledged as per the terms of underlying guarantees given by the banks on behalf of a former subsidiary.

* The Group can utilise these balances only towards settlement of unclaimed dividend and fractional bonus shares.

Note 9 : Income Taxes

A. The Major Components of Income Tax Expense for the year are as under :

(₹ in Crores)

	Year 2024-25	Year 2023-24
(i) Income tax recognised in Profit or Loss		
Current tax expense :		
In respect of current year	1,388.98	1,836.00
In respect of short tax provision for earlier years	(13.39)	(51.35)
Deferred tax benefit :		
In respect of current year	17.77	5.43
Total	**1,393.36**	**1,790.08**
(ii) Income tax recognised in OCI		
Deferred tax :		
Income tax benefit/(expense) on remeasurements of the defined benefit plans	0.16	(2.17)
Income tax expense on net fair value gain on investments in equity instruments through OCI	(42.86)	(0.55)
Income tax expense on net fair value gain on investments in debt instruments through OCI	(0.96)	(1.85)
Total	**(43.66)**	**(4.57)**

B. Reconciliation of Tax Expense and Effective Tax Rate :

The reconciliation between the statutory income tax rate applicable to the Group and the effective income tax rate of the Group and the resultant tax expense is as follows :

	Year 2024-25		Year 2023-24	
	₹ in Crores	Rate	₹ in Crores	Rate
Profit before Share of Profit in Associates (after exceptional items)	**4,962.36**		**7,214.77**	
Income tax expense calculated at corporate tax rate	1,248.93	25.17%	1,815.81	25.17%
Tax effect of :				
Non-deductible expenses	144.96	2.92%	39.49	0.55%
Incentive tax credits	(0.58)	(0.01%)	(1.80)	(0.02%)
Income taxed at special rates	(3.62)	(0.07%)	(3.32)	(0.05%)
Income exempted from tax	(6.09)	(0.12%)	(33.21)	(0.46%)
Different tax rates in the components	(8.77)	(0.18%)	(3.42)	(0.05%)
Deferred tax on undistributed profits (including effect of change in tax rate)	5.83	0.12%	7.75	0.11%
Others	26.09	0.52%	20.13	0.27%
Total	**1,406.75**	**28.35%**	**1,841.43**	**25.52%**
(Excess) tax provision for earlier years	(13.39)	(0.27%)	(51.35)	(0.71%)
Tax expense as per Consolidated Statement of Profit and Loss	**1,393.36**	**28.08%**	**1,790.08**	**24.81%**

The tax rate used for reconciliation above is the corporate tax rate of 25.17% payable by corporate entities in India on taxable profits under Indian tax law.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 9 : Income Taxes (Contd.)

C. The major components of Deferred Tax (Liabilities)/Assets arising on account of timing differences are as follows :

As at 31st March 2025

(₹ in Crores)

	Balance Sheet		Pursuant to disposals (Refer note 41(d))	Profit and Loss	OCI	Balance Sheet	
	Deferred Tax Liabilities - Net	Deferred Tax Assets - Net				Deferred Tax Liabilities - Net	Deferred Tax Assets - Net
	01.04.2024	01.04.2024	2024-25	2024-25	2024-25	31.03.2025	31.03.2025
Difference between written down value/capital work-in-progress of fixed assets as per the books of accounts and income tax	(266.09)	(2.15)	-	(38.50)	-	(296.44)	(4.68)
Provision for expense allowed for tax purpose on payment basis (net)	34.89	2.26	-	19.97	0.03	54.45	2.71
Provision for expected credit losses and fair valuation of subsidy receivable from State Governments	18.35	-	-	1.03	-	19.38	-
Allowance for expected credit losses on trade receivables	-	-	-	24.78	-	24.78	-
Remeasurement of the defined benefit plans through OCI	10.66	1.60	-	0.33	0.13	10.92	1.45
Difference in carrying value and tax base of investments in debt instruments measured at FVTOCI	(1.74)	-	-	(0.01)	(0.96)	(2.71)	-
Difference in carrying value and tax base of investments in equity instruments measured at FVTOCI	(15.44)	(0.10)	-	(0.40)	(42.86)	(58.58)	(0.14)
Difference in carrying value and tax base of investments measured at FVTPL	(42.72)	-	-	(21.75)	-	(64.54)	-
Capital losses carried forward under Income Tax	0.82	0.10	-	(0.91)	-	-	-
Undistributed profits of subsidiaries/associates	(134.24)	-	-	(7.43)	-	(141.74)	-
Difference in Right-of-use asset and lease liabilities	30.51	15.11	-	3.41	-	36.39	12.63
Others	12.83	6.50	-	1.71	-	13.18	4.15
Deferred tax expense			**-**	**(17.77)**	**(43.66)**		
Currency translation gain and other adjustments	-	-	-	-	1.48	-	-
Net Deferred tax (liabilities)/assets	**(352.17)**	**23.32**				**(404.91)**	**16.12**

Note 9 : Income Taxes (Contd.)

C. The major components of Deferred Tax (Liabilities)/assets arising on account of timing differences are as follows (Contd.):

As at 31st March 2024

(₹ in Crores)

	Balance Sheet		Pursuant to acquisitions (Refer note 41 (a) & (b))	Profit and Loss	OCI	Balance Sheet	
	Deferred Tax Liabilities - Net	Deferred Tax Assets - Net				Deferred Tax Liabilities - Net	Deferred Tax Assets - Net
	01.04.2023	01.04.2023	2023-24	2023-24	2023-24	31.03.2024	31.03.2024
Difference between written down value/capital work-in-progress of fixed assets as per the books of accounts and income tax	(273.18)	(6.06)	0.09	12.59	-	(266.09)	(2.15)
Provision for expense allowed for tax purpose on payment basis (net)	35.50	3.29	-	(1.73)	0.10	34.89	2.26
Provision for expected credit losses and fair valuation of subsidy receivable from state governments	18.09	-	-	0.26	-	18.35	-
Remeasurement of the defined benefit plans through OCI	12.46	0.97	0.29	0.63	(2.27)	10.66	1.60
Difference in carrying value and tax base of investments in debt instruments measured at FVTOCI	0.12	-	-	-	(1.85)	(1.74)	-
Difference in carrying value and tax base of investments in equity instruments measured at FVTOCI	(14.58)	-	-	(0.40)	(0.55)	(15.44)	(0.10)
Difference in carrying value and tax base of investments measured at FVTPL	(21.93)	-	-	(20.79)	-	(42.72)	-
Capital losses carried forward under Income Tax	-	1.39	-	(0.48)	-	0.82	0.10
Undistributed profits of subsidiaries/associates	(126.56)	-	-	(7.68)	-	(134.24)	-
Difference in Right-of-use asset and lease liabilities	35.65	(0.75)	0.56	7.69	-	30.51	15.11
Others	(0.41)	19.83	0.29	4.48	-	12.83	6.50
Deferred tax benefit / (expense)			**1.23**	**(5.43)**	**(4.57)**		
Currency translation gain and other adjustments	-	-	-	-	(3.88)	-	-
Net Deferred tax (liabilities)/assets	**(334.84)**	**18.67**				**(352.17)**	**23.32**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 9 : Income Taxes (Contd.)

D. The Group has the following unused tax losses which arose on incurrence of capital losses and business losses under the Income Tax for which no deferred tax asset has been recognised in the Balance Sheet.

As at 31st March 2025

(₹ in Crores)

Financial Year	Category	31.03.2025	Expiry Date
2011-2012	Depreciation	0.16	NA
2012-2013	Depreciation	0.47	NA
2013-2014	Depreciation	0.37	NA
2014-2015	Depreciation	0.33	NA
2015-2016	Depreciation	0.28	NA
2016-2017	Business loss	1.30	31st March 2025
2016-2017	Depreciation	0.24	NA
2017-2018	Business loss	0.80	31st March 2026
2017-2018	Depreciation	0.21	NA
2018-2019	Depreciation	0.19	NA
2018-2019	Business loss	0.06	31st March 2027
2022-2023	Business loss	1.93	31st March 2031
2022-2023	Depreciation	3.55	NA
2023-2024	Business loss	0.41	31st March 2032
2023-2024	Business loss	7.77	31st March 2032
2023-2024	Depreciation	3.13	NA
2024-2025	Business loss	27.80	31st March 2033
2024-2025	Depreciation	2.99	NA
2024-2025	Business loss	32.29	31st March 2033
2024-2025	Depreciation	3.55	NA

As at 31st March 2024

(₹ in Crores)

Financial Year	Category	31.03.2024	Expiry Date
2011-2012	Depreciation	0.16	NA
2012-2013	Depreciation	0.47	NA
2013-2014	Depreciation	0.37	NA
2014-2015	Depreciation	0.33	NA
2015-2016	Depreciation	0.28	NA
2016-2017	Depreciation	0.49	NA
2016-2017	Business loss	1.30	31st March 2025
2016-2017	Depreciation	0.24	NA
2017-2018	Depreciation	0.73	NA
2017-2018	Business loss	0.80	31st March 2026
2017-2018	Depreciation	0.21	NA
2018-2019	Depreciation	1.10	NA
2018-2019	Depreciation	0.19	NA
2018-2019	Business loss	0.06	31st March 2027
2019-2020	Depreciation	0.93	NA

Note 9 : Income Taxes (Contd.)

D. The Group has the following unused tax losses which arose on incurrence of capital losses and business losses under the Income Tax for which no deferred tax asset has been recognised in the Balance Sheet. (Contd.)

As at 31st March 2024 (Contd.)

(₹ in Crores)

Financial Year	Category	31.03.2024	Expiry Date
2019-2020	Business loss	55.19	31st March 2025
2020-2021	Business loss	67.21	31st March 2026
2021-2022	Business loss	66.46	31st March 2027
2021-2022	Business loss	53.77	31st March 2028
2021-2023	Business loss	37.35	31st March 2029
2022-2023	Business loss	1.38	31st March 2031
2022-2023	Depreciation	0.89	NA
2023-2024	Business loss	12.80	31st March 2032
2023-2024	Depreciation	0.31	NA

At the end of the reporting period, the aggregate amount of temporary differences associated with undistributed earnings of the subsidiaries for which deferred tax liabilities have not been recognised is ₹ 446.34 crores (Previous year - ₹ 397.67 crores). No liability has been recognised in respect of these differences because management controls the distribution of the earnings of the subsidiaries to the holding company and it has no intention to distribute the earnings of the subsidiaries.

Note 10 : Income Tax Assets (Net)

(₹ in Crores)

	Non-Current	
	As at 31.03.2025	As at 31.03.2024
Advance payment of Income Tax (net)	221.62	198.11
Total	**221.62**	**198.11**

Note 11 : Other Assets

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Capital advances	174.52	224.45	-	-
(b) Advances other than capital advances				
i) Advances/claims recoverable in cash or in kind	52.97	71.25	312.03	381.43
ii) Balances with government authorities	56.88	27.62	401.21	358.58
iii) Advances to employees	7.57	4.05	18.29	14.18
iv) Duty credit entitlement	-	-	4.02	1.18
	117.42	**102.92**	**735.55**	**755.37**
(c) Other receivables	9.08	0.44	32.05	9.92
(d) Contract assets (net)	-	-	6.11	20.54
Total	**301.02**	**327.81**	**773.71**	**785.83**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 12 : Inventories (At lower of cost and net realisable value)

(₹ in Crores)

		Current	
		As at 31.03.2025	As at 31.03.2024
(a)	Raw materials	2,238.83	1,677.22
	Raw materials-in-transit	609.42	569.56
		2,848.25	**2,246.78**
(b)	Packing materials	91.61	102.11
(c)	Work-in-progress	207.48	184.07
(d)	Finished goods	2,468.96	2,337.14
(e)	Stock-in-trade (acquired for trading)	932.65	873.85
	Stock-in-trade (acquired for trading) in-transit	48.21	65.60
		980.86	**939.45**
(f)	Stores, spares and consumables	121.36	113.79
	Stores, spares and consumables in-transit	0.75	0.07
		122.11	**113.86**
Total		**6,719.27**	**5,923.41**

The cost of inventories recognised as an expense during the year is disclosed in Note 24. It includes net expense of ₹ 13.35 crores (Previous year reversal - ₹ 35.50 crores) towards write down of inventory.

As at 31st March 2025, ₹ 207.37 crores (Previous year - ₹ 92.17 crores) was hypothecated as security for Borrowings.

Note 13 : Equity Share Capital

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Authorised		
99,50,00,000 Equity Shares of face value of ₹ 1 each	99.50	99.50
50,000 11% Redeemable Cumulative Preference shares of face value of ₹ 100 each	0.50	0.50
	100.00	**100.00**
Issued, Subscribed and Paid up capital		
95,91,97,790 Equity Shares of face value of ₹ 1 each fully paid	95.92	95.92
	95.92	**95.92**

a) Reconciliation of shares outstanding at the beginning and at the end of the year

Fully paid Equity Shares	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	₹ in Crores	No. of Equity Shares	₹ in Crores
Balance at the beginning of the reporting year	95,91,97,790	95.92	95,91,97,790	95.92
Changes in Equity Share capital due to prior period errors	-	-	-	-
Restated balance at the beginning of the current reporting period	95,91,97,790	95.92	95,91,97,790	95.92
Changes in Equity Share capital during the year	-	-	-	-
Balance at the end of the reporting year	**95,91,97,790**	**95.92**	**95,91,97,790**	**95.92**

Note 13 : Equity Share Capital (Contd.)

b) Terms/rights attached to equity shares

The Parent Company has only one class of shares referred to as equity shares having a face value of ₹ 1 per share. Each holder of equity shares is entitled to one vote per share.

The Parent Company declares and pays dividends in Indian Rupees. Payment of dividend is also made in foreign currency to shareholders outside India. The final dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

(₹ in Crores)

Particulars	Year 2024-25	Year 2023-24
Dividend paid during the year		
Final dividend for the FY 2023-24 [₹ 28.15 (Previous year - ₹ 21.25) per equity share of face value of ₹ 1 each]	2,700.20	2,038.34
Interim dividend for the FY 2024-25 [₹ 4.25 (Previous year - ₹ 5.15) per equity share of face value of ₹ 1 each]	407.71	494.04
	3,107.91	**2,532.38**

Proposed dividend for FY 2024-25 is ₹ 20.55 per equity share of face value of ₹ 1 each amounting to ₹ 1,971.15 crores (Previous year - ₹ 28.15 per equity share of face value of ₹ 1 each), subject to approval at the ensuing Annual General Meeting of the Parent Company and hence is not recognised as a liability. If approved, the total dividend (interim and final dividend) for the financial year 2024-25 will be ₹ 24.80 (Rupees Twenty Four and Paisa Eighty only) per equity share of the face value of ₹ 1 each (₹ 33.30 per equity share of the face value of ₹ 1 each was paid as total dividend for the previous year).

As per the Companies Act 2013, the holders of equity shares will be entitled to receive remaining assets of the Parent Company, after distribution of all preferential amounts in the event of liquidation of the Parent Company. However no such preferential amounts exist currently. The distribution will be in proportion to the number of equity shares held by the shareholders.

c) Details of Shareholders holding more than 5% equity shares in the Parent Company @

Name of the Shareholders	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	% of Total shares	No. of Equity Shares	% of Total shares
Fully paid Equity Shares of face value of ₹ 1 each held by :				
1. Life Insurance Corporation of India	7,94,75,946	8.29%	5,54,54,514	5.78%
2. Sattva Holding and Trading Private Limited	5,47,89,183	5.71%	5,47,89,183	5.71%
3. Smiti Holding and Trading Company Private Limited	5,17,67,638	5.40%	5,17,67,638	5.40%

@ As per the records of the Parent Company, including its register of members.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 13 : Equity Share Capital (Contd.)

d) Shares held by promoters as defined in the Companies Act, 2013 at the end of the year.

Refer note 12 (d) of Standalone Financial Statements for disclosure on shares held by promoters of the Parent Company.

e) Reconciliation of Treasury shares outstanding at the beginning and at the end of the year

Treasury shares	As at 31.03.2025		As at 31.03.2024	
	No. of Equity Shares	₹ in Crores	No. of Equity Shares	₹ in Crores
Balance at the beginning of the year	3,55,575	110.19	3,57,659	110.89
Add : Purchased during the year	1,74,336	50.03	-	-
Less : Exercised/Sold during the year	75,245	25.49	2,084	0.70
Balance at the end of the year	**4,54,666**	**134.73**	**3,55,575**	**110.19**

In accordance with Asian Paints Employee Stock Option Plan 2021 ("2021 Plan"), the ESOP Trust (Asian Paints Employees Stock Ownership Trust) purchased equity shares of the Parent Company from secondary market. The net outstanding shares held by the ESOP Trust are disclosed as Treasury Shares (Refer note 32(3)).

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Note 14 : Other Equity

(₹ in Crores)

	Attributable to owners of the Company																Total attributable to owners of the Company	Non-Controlling Interests	Total
	Reserves and Surplus									Items of Other Comprehensive Income (OCI)									
	Capital Reserve on Consolidation	Capital Reserve	Capital Redemption Reserve	Statutory Reserves	General Reserve	Retained earnings	Remeasurement of the defined benefit plans	Other Reserves	Share of other reserves in Associate	Debt instruments through OCI	Foreign Currency Translation Reserve	Equity instruments through OCI	Share of OCI in Associates	Share based Payment Reserve	Treasury Shares	Trust Reserve			
Balance as at 1st April 2024 (A)	**39.16**	**7.06**	**5.37**	**15.44**	**4,715.75**	**14,037.88**	**(19.25)**	**3.03**	**1.12**	**11.29**	**(356.61)**	**235.12**	**(2.02)**	**48.26**	**(110.19)**	**0.97**	**18,632.38**	**695.38**	**19,327.76**
Additions during the year :																			
Profit for the year	-	-	-	-	-	3,667.23	-	-	-	-	-	-	-	-	-	-	3,667.23	42.48	3,709.71
Items of OCI for the year, net of tax																			
Exchange differences on translating the financial statements of foreign operations	-	-	-	-	-	-	-	-	-	-	(77.33)	-	-	-	-	-	(77.33)	(38.62)	(115.95)
Remeasurement of the defined benefit plans	-	-	-	-	-	-	(2.20)	-	-	-	-	-	-	-	-	-	(2.20)	(0.07)	(2.27)
Net fair value gain on investment in equity instruments through OCI	-	-	-	-	-	-	-	-	-	-	-	230.44	-	-	-	-	230.44	-	230.44
Net fair value gain on investment in debt instruments through OCI	-	-	-	-	-	-	-	-	-	2.71	-	-	-	-	-	-	2.71	-	2.71
Share of OCI in Associates	-	-	-	-	-	-	-	-	-	-	-	-	(0.37)	-	-	-	(0.37)	-	(0.37)
Total Comprehensive Income for the year (B)	**-**	**-**	**-**	**-**	**-**	**3,667.23**	**(2.20)**	**-**	**-**	**2.71**	**(77.33)**	**230.44**	**(0.37)**	**-**	**-**	**-**	**3,820.48**	**3.79**	**3,824.27**
Reductions during the year :																			
Dividends (Refer note 13)	-	-	-	-	-	(3,107.91)	-	-	-	-	-	-	-	-	-	-	(3,107.91)	(30.71)	(3,138.62)
Effects of stake acquired from non-controlling interests	-	-	-	-	-	-	-	(25.43)	-	-	-	-	-	-	-	-	(25.43)	(9.22)	(34.65)
Equity/other changes in associate	-	-	-	-	-	-	-	-	0.02	-	-	-	-	-	-	-	0.02	-	0.02
Share based payment expense	-	-	-	-	-	-	-	-	-	-	-	-	-	21.25	-	-	21.25	-	21.25
Net income of ESOP Trust for the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.11	1.11	-	1.11
Purchase of Treasury shares by ESOP trust during the year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(50.08)	-	(50.08)	-	(50.08)
ESOP exercised during the year	-	-	-	-	-	(0.80)	-	-	-	-	-	-	-	(12.67)	25.54	-	12.07	-	12.07
Total (C)	**-**	**-**	**-**	**-**	**-**	**(3,108.71)**	**-**	**(25.43)**	**0.02**	**-**	**-**	**-**	**-**	**8.58**	**(24.54)**	**1.11**	**(3,148.97)**	**(39.93)**	**(3,188.90)**
Balance as at 31st March 2025 (A+B+C)	**39.16**	**7.06**	**5.37**	**15.44**	**4,715.75**	**14,596.40**	**(21.45)**	**(22.40)**	**1.14**	**14.00**	**(433.94)**	**465.56**	**(2.39)**	**56.84**	**(134.73)**	**2.08**	**19,303.89**	**659.24**	**19,963.13**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 14 : Other Equity (Contd.)

(₹ in Crores)

| | Attributable to owners of the Company | | |

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 14 : Other Equity (Contd.)

1. Description of nature and purpose of each reserve (Contd.)

Debt instruments through OCI - This represents the cumulative gains and losses arising on the revaluation of debt instruments measured at FVTOCI that have been recognised in other comprehensive income, net of amounts reclassified to profit or loss when such assets are disposed off and for impairment losses on such instruments.

Foreign Currency Translation Reserve - Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. ₹) are recognised directly in the other comprehensive income and accumulated in foreign currency translation reserve. Exchange difference previously accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal of the foreign operation.

Equity instruments through OCI - This represents the cumulative gains and losses arising on the revaluation of equity instruments measured at FVTOCI, under an irrevocable option, net of amounts reclassified to retained earnings when such assets are disposed off.

2. The Group doesn't have any material subsidiary warranting a disclosure in respect of individual subsidiaries.

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Note 15 : Borrowings^

(₹ in Crores)

	Maturity Date	Terms of Repayment	Interest Rate Current Year / (Previous Year)	Non-Current		Current	
				As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
I. NON-CURRENT BORROWINGS							
Secured							
(i) Deferred payment liabilities							
- Loan from State of Haryana [1]	Dec-25 to Apr-27	One time payment at the end of the term		3.04	4.03	1.96	17.86
- Loan from State of Karnataka [2]	Mar-34	One time payment at the end of the term		34.21	31.55	-	-
				37.25	**35.58**	**1.96**	**17.86**
(ii) Term Loans - From banks							
- Loan from Standard Chartered Bank, Bangladesh [3]	Aug-27	Equal Quarterly Instalments (Pending instalments - 9 - 11)	T-Bill + 2.76% / (T-Bill + 2.76%)	7.12	12.90	4.74	3.51
- Loan from Hongkong and Shanghai Banking Corporation Limited (HSBC), India [4]	Jul-26 to Jan-28	Equal Quarterly Instalments (Pending instalments - 4 - 8)	T- Bill + 2.15%/ (T- Bill +2.15%)	7.80	5.90	9.20	-
- Loan from HSBC, Middle East [5]	Mar-32	Equal Quarterly Instalments (Pending instalments - 24)	EIBOR + 1.40% / (NA)	101.72	-	-	-
- Loan from HSBC, Hong Kong [5]	Mar-32	Equal Quarterly Instalments (Pending instalments - 24)	SOFR+1.40% / (NA)	102.48	-	-	-
- Loan form ICICI Bank, India [6]	Mar-28	Equal Quarterly Instalments (Pending instalments - 8)	REPO + 2.60% / (NA)	3.25	-	-	-
				222.37	**18.80**	**13.94**	**3.51**
Unsecured							
(i) Term loans - from banks or financial institutions							
- Loan from HSBC, India	Sep-24	Equal Quarterly Instalments	NA / (SOFR + 1.60%)	-	-	-	10.43
				-	**-**	**-**	**10.43**
Current maturities of Long term borrowings							
Secured				-	-	(15.90)	(21.37)
Unsecured				-	-	-	(10.43)
Total				**259.62**	**54.38**	**-**	**-**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 15 : Borrowings^ (Contd.)

Notes :

Interest free borrowings are recognised at fair value using prevailing market interest rate for equivalent borrowing. The difference between the gross proceeds and fair value of the borrowing is the benefit derived from the interest free borrowing and is treated as government grant and recognised as deferred income (Refer note 20).

[1] The Parent Company is eligible to avail interest free borrowing in respect of 50% of VAT paid within Haryana on the sale of goods produced at Rohtak plant for a period of 7 financial years beginning from April 2010. As on 31st March 2025, the Parent Company has received total interest free borrowing of ₹ 40.64 crores for the period from April 2010 to March 2016. As on 31st March 2025, the Parent Company has repaid borrowing of ₹ 35.06 crores (Previous year - ₹ 17.20 crores). This borrowing is repayable after a period of 5 years from the date of receipt of interest free borrowing. For the year ended 31st March 2016 and 31st March 2017, the Parent Company is awaiting sanction from the Haryana Government.

[2] The Parent Company is eligible to avail interest free borrowing for a period of 11 years in respect of 100% of Net SGST (upto the value of investment made in Fixed Asset) paid on the sale of goods within the state of Karnataka and produced at Mysuru plant beginning from 28th September 2018. The borrowing is repayable after a period of 11 years from the date of receipt of borrowing. As on 31st March 2025, the Parent Company has received total interest free borrowing of ₹ 70.62 crores (Previous Year - ₹ 70.62 crores) for the period from September 2018 to March 2020.

The above interest free borrowings are secured by way of a bank guarantee issued by the Parent Company.

[3] Secured by first priority *pari-passu* floating charge over trade receivables, inventories and property, plant and equipment of Asian Paints (Bangladesh) Limited.

[4] Secured against first priority *pari-passu* charge on present and future inventories and trade receivables of Obgenix Software Private Limited.

[5] Secured against *pari-passu* charge on Quasi-Security of Asian White Cement Holding Limited.

[6] Secured against first *pari-passu* charge on fixed assets and current assets of Weatherseal Fenestration Private Limited.

^ Default in terms of repayment of principal and interest - NIL.

(₹ in Crores)

	Maturity Date	Terms of Repayment	Interest Rate Current Year / (Previous Year)	Current	
				As at 31.03.2025	As at 31.03.2024
II. CURRENT BORROWINGS					
Secured					
(i) Term Loans - From banks					
- Loan from Dutch-Bangla Bank Limited, Bangladesh [1]	Sep-25	For a term of 180 days	10.50% / (8.75%)	16.83	18.28
- Loan from Standard Chartered Bank, Bangladesh [2]	Apr-25 to Sep-25	For a term of 90 days to 270 days	SOFR + 3.50% / (SOFR + 3.50%)	13.96	12.73
- Loan from HSBC, Bangladesh [3]	Apr-25	For a term of 60 days to 90 days	SOFR + 3.25% / (SOFR + 2.90%)	0.73	1.17
- Loan from HSBC, Bangladesh [3]	Jun-24	For a term of 90 days	NA / (11.00%)	-	15.23
- Loan from Citibank N.A., Bangladesh [1]	Apr-25 to Jun-25	For a term of 365 days	SOFR + 3.50% / (NA)	1.28	-
- Loan from Standard Chartered Bank, Bangladesh [2]	May-25	For a term 90 days	11.00% / (NA)	14.01	-
- Loan from Citibank N.A., Bangladesh [1]	Jun-25	For a term 365 days	13.50% / (NA)	14.01	-
- Loan from HSBC, UAE [4]	Apr-25	For a term of 270 days	EIBOR + 1.75% / (NA)	3.84	-
				64.66	**47.41**
(ii) Loan repayable on demand - Cash Credit / Overdraft Accounts					
- Overdraft from Hatton National Bank PLC, Lanka [5]		Repayable on demand	NA / (AWPLR + 1.00%)	-	1.84
- Overdraft from HSBC, Bangladesh [3]		Repayable on demand	11.00% / (10.75%)	12.10	8.05
- Overdraft from Commercial Bank of Ceylon, Bangladesh [3]		Repayable on demand	NA / (SMART + 3.25%)	-	3.79

Note 15 : Borrowings^ (Contd.)

(₹ in Crores)

	Maturity Date	Terms of Repayment	Interest Rate Current Year / (Previous Year)	Current	
				As at 31.03.2025	As at 31.03.2024
II. CURRENT BORROWINGS (Contd.)					
Secured (Contd.)					
(ii) Loan repayable on demand - Cash Credit / Overdraft Account (Contd.)					
- Overdraft from HSBC, India [6]		Repayable on demand	T-Bill + 2.05 % / (T-Bill + 2.05 %)	37.69	33.37
- Overdraft from Commercial Bank of Ethiopia [7]		Repayable on demand	14.00% / (14.00%)	3.34	1.92
- Overdraft from Standard Chartered Bank, Bangladesh [2]		Repayable on demand	11.00% / (SMART + 3.50%)	11.94	2.32
- Overdraft from Dutch-Bangla Bank Limited, Bangladesh [1]		Repayable on demand	10.50% / (8.75%)	18.87	20.57
				83.94	**71.86**
Unsecured					
(i) Term loans - from banks or financial institutions					
- Loan from Citibank N.A, India	Oct-24	For a term of 180 days	NA / (T-Bill + 1.05%)	-	39.00
- Loan from HSBC, UAE	Sep-24	For a term of 12 months	NA / (EIBOR + 1.75%)	-	31.39
- Loan from HSBC, India	Oct-25	For a term of 180 days	T-Bill + 2.05% / (T-Bill + 2.05%)	4.00	4.00
- Loan from HSBC, India	May-24	For a term of 55 days	NA / (T-Bill + 2.05%)	-	4.55
- Loan from HSBC, India	Oct-25	For a term of 180 days	T-Bill + 3.15% / (NA)	6.00	-
- Loan from HSBC, Singapore	Apr-25	For a term of 90 days	SORA + 0.40%/ (SORA + 0.40%)	191.05	185.35
- Loan from Standard Chartered Bank, Singapore	Apr-25	For a term of 90 days	SORA + 0.60%/ (SORA + 0.50%)	33.75	129.74
- Loan from HSBC, Egypt	Apr-25 to Jun-25	For a term of 90 days	CBE rate + 1.00% / (CBE rate + 1.00%)	2.64	3.78
- Loan from HSBC, Egypt	Jun-25	For a term of 90 days	15.00% / (11.00%)	5.30	4.41
- Loan from National Bank of Kuwait, Egypt	Jul-24	For a term of 120 days	NA / (CBE rate + 0.75%)	-	4.59
- Loan from National Bank of Kuwait, Egypt	May-25 to Jul-25	For a term of 120 days	15.00% / (11.00%)	6.75	8.82
- Loan from Qatar National Bank, Egypt	Sep-24	For a term of 180 days	NA / (CBE rate + 1.20%)	-	3.63
- Loan from Citibank N.A., Singapore	Apr-25 to Jun-25	For a term of 90 days to 365 days	SOFR + 0.60% or SORA + 0.50% / (SOFR + 0.60% or SORA + 0.50%)	155.88	394.18
				405.37	**813.44**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 15 : Borrowings^ (Contd.)

(₹ in Crores)

	Maturity Date	Terms of Repayment	Interest Rate Current Year / (Previous Year)	Current	
				As at 31.03.2025	As at 31.03.2024
II. CURRENT BORROWINGS (Contd.)					
Unsecured (Contd.)					
(ii) Loan repayable on demand - Cash Credit / Overdraft Accounts					
- Overdraft from Bank of America, India		Repayable on demand	MCLR + 2.00% / (MCLR + 2.00%)	-	60.41
- Overdraft from Bank of America, India		Repayable on demand	8.50% / (8.50%)	34.07	27.84
- Overdraft from ICICI Bank, India		Repayable on demand	7.50% / (NA)	0.04	-
- Overdraft from Citibank, India		Repayable on demand	7.10% / (NA)	0.15	-
				34.26	**88.25**
Current maturities of Long term borrowings					
Secured				15.90	21.37
Unsecured				-	10.43
Total				**604.13**	**1,052.76**

Notes :

[1] Secured against all the fixed and floating assets of Asian Paints (Bangladesh) Limited.

[2] Secured by first priority *pari-passu* floating charge over trade receivables, inventories and property, plant and equipment of Asian Paints (Bangladesh) Limited.

[3] Secured by first priority *pari-passu* floating charge by way of hypothecation over trade receivables and inventories of Asian Paints (Bangladesh) Limited.

[4] Secured against charge over inventories of Berger Paints Emirates LLC.

[5] Secured against property, plant and equipment of Causeway Paints Lanka (Pvt) Ltd.

[6] Secured against first *pari-passu* charge on present and future inventories and trade receivables of Obgenix Software Private Limited.

[7] Secured against property, plant and equipment of Kadisco Paints and Adhesive Industry Share Company.

^ Default in terms of repayment of principal and interest - NIL.

The aggregate maturities of borrowings, based on contractual maturities are as follows :

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Borrowings	604.13	157.93	138.69	**900.75**	**863.75**
As at 31st March 2024					
Borrowings	1,052.76	24.38	70.62	**1,147.76**	**1,107.14**

Note 16 : Lease Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Lease liabilities	1,123.30	1,095.29	303.24	271.95
Total	**1,123.30**	**1,095.29**	**303.24**	**271.95**

Note 16 : Lease Liabilities (Contd.)

The aggregate maturities of lease liabilities based on contractual undiscounted cash flows are as follows :

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Lease Liabilities	402.85	978.57	584.96	**1,966.38**	**1,426.54**
As at 31st March 2024					
Lease Liabilities	364.40	956.08	582.10	**1,902.58**	**1,367.24**

(₹ in Crores)

Movement in lease liabilities	Year 2024-25	Year 2023-24
Balance as at 1st April	**1,367.24**	**960.41**
Additions	409.33	721.18
Acquisition of Subsidiaries (Refer note 41 (a) & (b))	-	35.48
Deletions	26.35	64.11
Disposal of Subsidiaries (Refer note 41 (d))	0.02	-
Finance cost	113.23	91.55
Repayment (Including interest on lease liabilities)	437.85	377.18
Currency Translation	0.96	(0.09)
Balance as at 31st March	**1,426.54**	**1,367.24**

Amounts with respect to leases recognised in the Consolidated Statement of Profit & Loss and Consolidated Statement of Cash Flows

(₹ in Crores)

	Year 2024-25	Year 2023-24
Amounts recognised in Consolidated Statement of Profit and Loss		
Interest on lease liabilities (net) (Refer note 27)*	108.45	89.55
Depreciation of Right-of-Use assets (net) (Refer note 28)*	378.17	342.02
Expenses relating to short-term leases and leases of low-value assets (Refer note 26)	58.49	55.94
Variable lease payments (Refer note 26)	137.95	147.17
Net (gain) on modification or termination of leases (Refer note 23)	(2.07)	(5.50)
Amounts recognised in Consolidated Statement of Cash Flows		
In Financing activity		
Repayment of lease liabilities	324.62	285.63
Interest paid on lease liabilities	113.23	91.55
In Operating activity		
Variable lease payments	148.33	139.88
Total	**586.18**	**517.06**

Note - For additions and movement in right-of-use assets Refer note 2B.

*Excluding ₹ 12.10 crores (Previous Year - ₹ 6.10 crores) recognised in CWIP

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 17 : Other Financial Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Unpaid/ Unclaimed dividend*	-	-	26.09	23.84
	-	**-**	**26.09**	**23.84**
(b) Others				
Retention monies	32.47	16.59	43.92	85.58
Trade deposits from customers	2.70	0.79	0.04	0.06
Payable towards capital expenditure	-	-	146.63	306.66
Payable towards services received	-	-	867.81	785.89
Payable towards stores, spares and consumables	-	-	16.87	15.16
Payable to employees [including due to Managing Director - NIL (as at 31st March 2024 - ₹ 8.82 crores)]	-	-	252.09	321.70
Payable towards other expenses [including ₹ 4.66 crores due to Non-Executive Directors (as at 31st March 2024 - ₹ 5.35 crores)]	-	-	1,179.74	1,114.77
Gross obligation towards further stake acquisition in subsidiary companies (Refer note 41(a) & (b))	44.76	223.20	197.00	21.43
Foreign currency forward exchange contract (net)	-	-	11.41	-
Others	-	-	0.44	0.35
	79.93	**240.58**	**2,715.95**	**2,651.60**
Total	**79.93**	**240.58**	**2,742.04**	**2,675.44**

* Represents amount of unclaimed dividend which remains unpaid by the Parent Company. As at 31st March 2025 and 31st March 2024, there is no amount due and outstanding to be transferred to the Investor Education and Protection Fund ('IEPF') by the Parent Company. Unclaimed Dividend, if any, shall be transferred to IEPF as and when they become due.

Note 18 : Trade Payables

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
Trade Payables (including Acceptances)*		
Total Outstanding dues of Micro Enterprises and Small Enterprises (MSME)	208.58	250.27
Total Outstanding dues of creditors other than Micro Enterprises and Small Enterprises	3,639.42	3,581.07
Total	**3,848.00**	**3,831.34**

* Acceptances include arrangements where operational suppliers of goods and services are initially paid by banks while the Group continues to recognise the liability till settlement with the banks which are normally effected within a period of 90 days amounting to ₹ 419.90 crores (Previous year - ₹ 225.16 crores).

Note 18 : Trade Payables (Contd.)

Trade Payables ageing schedule

(₹ in Crores)

	Not Due	Outstanding for following periods from due date of payment				As at 31.03.2025
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Payables (including Acceptances)						
MSME	196.68	11.90	-	-	-	208.58
Other than MSME	3,444.04	195.18	0.17	0.01	0.02	3,639.42
Disputed Dues - MSME	-	-	-	-	-	-
Disputed Dues - Other than MSME	-	-	-	-	-	-
Total	**3,640.72**	**207.08**	**0.17**	**0.01**	**0.02**	**3,848.00**

(₹ in Crores)

	Not Due	Outstanding for following periods from due date of payment				As at 31.03.2024
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade Payables (including Acceptances)						
MSME	239.43	10.84	-	-	-	250.27
Other than MSME	3,408.90	166.03	6.07	0.04	0.03	3,581.07
Disputed Dues - MSME	-	-	-	-	-	-
Disputed Dues - Other than MSME	-	-	-	-	-	-
Total	**3,648.33**	**176.87**	**6.07**	**0.04**	**0.03**	**3,831.34**

Note 19 : Provisions

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Provision for Employee Benefits (Refer note 32)				
Provision for Compensated absences	212.91	181.52	31.86	30.30
Provision for Gratuity	0.57	1.29	4.08	3.57
Provision for Pension, Leaving Indemnity, Medical Plan and Others (unfunded)	42.90	38.53	5.97	5.97
Provision for Post retirement medical and other benefits	1.40	1.22	7.00	5.79
	257.78	**222.56**	**48.91**	**45.63**
(b) Others				
Provision for Indirect Taxes	-	-	15.99	14.84
Provision for Warranties	-	-	2.25	2.01
	-	**-**	**18.24**	**16.85**
Total	**257.78**	**222.56**	**67.15**	**62.48**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 19 : Provisions (Contd.)

Disclosure relating to movement in other provisions is as follows :

(₹ in Crores)

Movement In Other Provisions	Provision for Indirect Taxes^		Provision for Warranties@	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
Balance as at 1st April	**14.84**	**20.42**	**2.01**	**1.23**
Additions	4.75	2.95	0.31	0.92
Utilisations	(0.54)	(0.27)	(0.07)	(0.14)
Reversals	(3.06)	(8.26)	-	-
Currency Translation	#	#	-	-
Balance as at 31st March	**15.99**	**14.84**	**2.25**	**2.01**

^ Provisions for Indirect taxes includes provision for matters towards excise, central sales tax, VAT, customs, GST disputed at various appellate levels.

These provisions represent estimates made for probable claims arising out of litigations/disputes pending with authorities. The probability and the timing of the outflow with regard to these matters depend on the final outcome of the litigations/disputes. Hence, the Group is not able to reasonably ascertain the timing of the outflow. The Group does not expect any reimbursements in respect of these provisions.

@ Provision for warranties represents management's best estimate of the liability for warranties granted on kitchens & appliances by Parent Company based on past experience of claims.

Note 20 : Other Liabilities

(₹ in Crores)

	Non-Current		Current	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
(a) Revenue received in advance				
Advance received from customers (Refer note 22C(iv))	-	-	173.34	153.89
(b) Others				
Statutory dues payable	-	-	261.83	318.58
Deferred income arising from government grant (Refer note 15)	30.42	34.47	4.06	4.71
Others (Deferred revenue arising from sale of services, etc.)	15.13	-	10.78	6.66
Other advances	-	-	0.57	0.64
	45.55	**34.47**	**277.24**	**330.59**
Total	**45.55**	**34.47**	**450.58**	**484.48**

Note 21 : Income Tax Liabilities (Net)

(₹ in Crores)

	Current	
	As at 31.03.2025	As at 31.03.2024
Provision for Income Tax (net)	126.09	122.51
Total	**126.09**	**122.51**

Note 22A : Revenue from Operations

(₹ in Crores)

	Year 2024-25	Year 2023-24
Revenue from sale of products	33,626.82	35,248.88
Revenue from sale of services	170.54	133.24
Other operating revenue*	108.26	112.61
Total	**33,905.62**	**35,494.73**

* The Parent Company's manufacturing facility at Andhra Pradesh is eligible to receive incentive in form of refund of SGST, stamp duty and electricity duty as per the Industrial Promotion Scheme and Memorandum of Understanding signed with the State Government. During the year, ₹ 46.22 crores (Previous year - ₹ 57.21 crores) is accrued under the head 'Other operating revenue'.

Note 22B : Revenue from Contracts with Customers

(₹ in Crores)

	Year 2024-25	Year 2023-24
A. REVENUE FROM CONTRACTS WITH CUSTOMERS DISAGGREGATED BASED ON NATURE OF PRODUCT OR SERVICES		
Revenue From Sale of Products		
Paints, décor and related products	33,626.82	35,248.88
Revenue from Sale of Services		
Painting, décor and related services	170.54	133.24
Other operating revenue		
Processing and service income	17.81	13.30
Scrap sales	36.43	32.75
Others	3.12	4.07
Other Income		
Royalty received (Refer note 23(c))		
- From Associate Companies (Refer note 33)	2.88	3.03
- From Others	0.34	0.33
Total	**33,857.94**	**35,435.60**
B. REVENUE FROM CONTRACTS WITH CUSTOMERS DISAGGREGATED BASED ON GEOGRAPHY		
Home market	33,616.69	35,274.16
Exports	241.25	161.44
Total	**33,857.94**	**35,435.60**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 22C : Reconciliation of Gross Revenue with the Revenue from Contracts with Customers

(₹ in Crores)

	Year 2024-25	Year 2023-24
Gross Revenue	41,888.66	42,784.94
Less : Discounts/Rebates/Credits/Incentives	8,030.72	7,349.34
Net Revenue recognised from Contracts with Customers	**33,857.94**	**35,435.60**

i) The amounts receivable from customers become due after expiry of credit period which is maximum 180 days. There is no significant financing component in any transaction with the customers.

ii) The Group provides agreed upon performance warranty for selected range of products & services. (Refer note 19)

iii) The Group does not have any remaining performance obligation as contracts entered for sale of goods are for a short duration and sale of service contracts are measured as per output method.

iv) The Group has recognised revenue of ₹ 135.56 crores (Previous year - ₹ 96.44 crores) from the amounts included under advance received from customer at the beginning of the year.

Note 23 : Other Income

(₹ in Crores)

	Year 2024-25	Year 2023-24
(a) Interest Income		
Investments in debt instruments measured at FVTOCI	28.01	23.28
Other financial assets carried at amortised cost	151.83	146.65
	179.84	**169.93**
(b) Dividends from quoted equity investments measured at FVTOCI*	**20.64**	**20.16**
(c) Other non-operating income		
Insurance claims received	3.59	2.09
Royalty received		
- From Associate Companies (Refer note 33)	2.88	3.03
- From Others	0.34	0.33
	3.22	**3.36**
Net gain arising on financial assets measured at FVTPL^	182.43	229.63
Reversal of provision for expected credit loss on government grants	1.78	10.90
Others [&]	158.89	244.31
	349.91	**490.29**
(d) Other gains and losses		
Net foreign exchange gain (Other than considered as finance cost)	16.78	-
Net gain on disposal of property, plant and equipment and other intangible assets	3.37	2.08
Net gain on modification/ termination of leases	2.07	5.50
	22.22	**7.58**
Total	**572.61**	**687.96**

* Relates to investments held at the end of reporting period

^ Includes gain on sale of financial assets measured at FVTPL for ₹ 39.98 crores (Previous year - ₹ 21.20 crores).

[&] Includes fair valuation gain on gross obligation towards further stake acquisition in subsidiary companies amounting to ₹ 18.29 crores (Previous Year - ₹ 64.16 crores) and fair valuation of previously held stake in White Teak of NIL (Previous Year - ₹ 33.96 crores) (Refer note 41(a)).

Note 24A : Cost of Materials Consumed

(₹ in Crores)

	Year 2024-25	Year 2023-24
Raw Materials Consumed		
Opening Stock (including goods-in-transit)	2,246.78	2,168.19
Add : Pursuant to acquisition (Refer note 41(a) & (b))	-	1.70
Add : Purchases	14,212.11	13,629.53
	16,458.89	**15,799.42**
Less : Closing Stock (including goods-in-transit)	2,848.25	2,246.78
	13,610.64	**13,552.64**
Less : Pursuant to disposal (Refer note 41(d))	32.99	-
	13,577.65	**13,552.64**
Packing Materials Consumed		
Opening Stock	102.11	93.20
Add : Purchases	2,210.17	2,324.48
	2,312.28	**2,417.68**
Less : Closing Stock	91.61	102.11
	2,220.67	**2,315.57**
Less : Pursuant to disposal (Refer note 41(d))	4.40	-
	2,216.27	**2,315.57**
Total Cost of Materials Consumed	**15,793.92**	**15,868.21**
Note 24B : Purchases of Stock-in-Trade	**3,926.86**	**3,858.20**

Note 24C : Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress

Stock at the beginning of the year		
Finished Goods	2,337.14	2,677.78
Work-in-Progress	184.07	187.11
Stock-in-trade acquired for trading (including goods-in-transit)	939.45	933.55
	3,460.66	**3,798.44**
Add : Pursuant to acquisition (Refer note 41(a) & (b))	-	26.02
	3,460.66	**3,824.46**
Less : Pursuant to disposal (Refer note 41(d))	8.36	-
Total	**3,452.30**	**3,824.46**
Stock at the end of the year		
Finished Goods	2,468.96	2,337.14
Work-in-Progress	207.48	184.07
Stock-in-trade acquired for trading (including goods-in-transit)	980.86	939.45
Total	**3,657.30**	**3,460.66**
Changes In Inventories Of Finished Goods, Stock-In-Trade and Work-In-Progress	**(205.00)**	**363.80**

Note 25 : Employee Benefits Expense

(₹ in Crores)

	Year 2024-25	Year 2023-24
Salaries and wages	2,281.94	2,038.37
Contribution to provident and other funds (Refer note 32(1) and 32(2))	112.43	104.55
Staff welfare expenses	181.61	161.42
Share based payment expenses (Refer note 32(3))	21.25	21.84
Total	**2,597.23**	**2,326.18**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 26 : Other Expenses

(₹ in Crores)

	Year 2024-25	Year 2023-24
Consumption of stores, spares and consumables	76.58	84.09
Power and fuel	148.58	133.25
Processing charges	201.38	196.63
Repairs and maintenance :		
Buildings	22.68	23.44
Machinery	67.66	55.65
Other assets	102.83	91.80
	193.17	**170.89**
Rates and taxes	31.61	25.28
Corporate social responsibility expenses	111.02	92.41
Commission to Non Executive Directors	4.66	5.35
Directors' sitting fees	3.89	3.39
Auditors' Remuneration	6.94	6.22
Net loss on foreign currency transactions and translations (Other than considered as finance cost)	-	9.90
Freight and handling charges	2,242.02	2,191.79
Advertisement and Sales Promotion expenses	1,296.97	1,305.86
Bad debts written off	6.06	9.20
Allowance for expected credit losses on receivables (trade and others) and advances (net)	245.18	116.64
Insurance	30.98	30.34
Travelling expenses	266.42	252.37
Miscellaneous expenses*	920.94	859.75
Total	**5,786.40**	**5,493.36**

Note : Other expenses include variable lease payments (Refer note 16).

* Previous year includes fair valuation loss on earn out and derivatives towards acquisition of further stake in subsidiary and associate companies amounting to ₹ 0.48 crores.

Note 27 : Finance Costs

(₹ in Crores)

	Year 2024-25	Year 2023-24
Interest on bank borrowings	60.65	57.44
Interest on bill discounting	31.56	29.91
Interest on loan from State Governments	3.63	4.08
Interest on lease liabilities (net)*	108.45	89.55
Other interest expense	22.00	21.61
Interest on income tax	0.73	2.58
Total	**227.02**	**205.17**

* The amount of expenditure recognised in CWIP in the course of construction is ₹ 4.78 crores (Previous Year - ₹ 2.00 crores).

Note 28 : Depreciation and Amortisation Expense

(₹ in Crores)

	Year 2024-25	Year 2023-24
Depreciation of Property, Plant and Equipment (Refer note 2A)	617.08	483.64
Depreciation of Right-of-Use assets (net) (Refer note 2B)*	378.17	342.02
Amortisation of Other Intangible assets (Refer note 4B)	31.09	27.34
Total	**1,026.34**	**853.00**

* The amount of expenditure recognised in CWIP in the course of construction is ₹ 7.32 crores (Previous year - ₹ 4.10 crores).

Note 29 (A) : Category-Wise Classification of Financial Instruments

Financial Assets and Financial Liabilities in the Consolidated Balance Sheet are as follows :

(₹ in Crores)

Financial assets/ financial liabilities	Refer note	Non-Current		Current	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Financial assets measured at FVTPL					
Designated upon initial recognition					
Investments in unquoted equity shares	5(I)(A)(b)(ii)	1.92	1.92	-	-
Mandatory					
Investments in quoted mutual funds	5(II)(C)	-	-	3,030.34	2,945.59
Foreign currency forward exchange contract (net)	7	-	-	-	0.03
		1.92	**1.92**	**3,030.34**	**2,945.62**
Financial assets measured at FVTOCI					
Designated upon initial recognition					
Investments in quoted equity shares*	5(I)(A)(a)	867.39	594.08	-	-
Investments in unquoted debentures or bonds	5(I)(C)(b) (ii) & 5(II)(B) (b)(ii)	2.00	2.00	0.50	-
Investments in quoted debentures or bonds	5(I)(C)(b) (i) & 5(II)(B) (b)(i)	-	202.03	213.91	216.77
		869.39	**798.11**	**214.41**	**216.77**
Financial assets measured at amortised cost					
Investments in government securities	5(I)(B) & 5(II)(A)	#	#	-	41.05
Investments in unquoted debentures or bonds	5(I)(C)(a) & 5(II)(B)(a)	0.48	1.35	0.21	-
Trade receivables	6	8.71	1.78	4,313.65	4,889.05
Security deposits	7	88.24	76.68	14.88	15.62
Royalty receivable	7	-	-	0.40	0.38
Due from Associate Companies	7	-	-	3.91	2.62
Subsidy receivable from Governments (net)	7	325.99	275.33	176.46	180.76
Term deposits held as margin money against bank guarantee and other commitments	7	0.68	4.04	2.82	5.80
Term deposits with more than 12 months of original maturity	7	458.13	246.95	713.38	1,193.00

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29 (A) : Category-Wise Classification of Financial Instruments (Contd.)

Financial Assets and Financial Liabilities in the Consolidated Balance Sheet are as follows : (Contd.)

(₹ in Crores)

Financial assets/ financial liabilities	Refer note	Non-Current		Current	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Financial assets measured at amortised cost (Contd.)					
Interest accrued on investments in debentures or bonds measured at FVTOCI	7	-	-	20.14	17.53
Quantity discount receivable	7	-	-	220.81	216.61
Retention monies receivable from Customers	7	4.80	3.51	0.59	0.18
Other receivables	7	-	-	4.72	18.82
Cash and Cash Equivalents	8(A)	-	-	445.28	829.34
Other Balances with Banks	8(B)	-	-	336.70	254.67
		887.03	**609.64**	**6,253.95**	**7,665.43**
Financial liabilities measured at FVTPL					
Mandatory					
Gross obligation towards further stake acquisition in subsidiary companies	17	44.76	223.20	197.00	21.43
Foreign currency forward exchange contract (net)	17	-	-	11.41	-
		44.76	**223.20**	**208.41**	**21.43**
Financial liabilities measured at amortised cost					
Loan from State of Haryana	15	3.04	4.03	1.96	17.86
Loan from State of Karnataka	15	34.21	31.55	-	-
Term loans - from bank or financial institutions	15	222.37	18.80	483.97	874.79
Loan repayable on demand - Cash Credit / Overdraft Accounts	15	-	-	118.20	160.11
Lease Liabilities	16	1,123.30	1,095.29	303.24	271.95
Unpaid/Unclaimed dividend	17	-	-	26.09	23.84
Retention monies	17	32.47	16.59	43.92	85.58
Trade Deposits from customers	17	2.70	0.79	0.04	0.06
Payable towards capital expenditure	17	-	-	146.63	306.66
Payable towards services received	17	-	-	867.81	785.89
Payable towards stores, spares and consumables	17	-	-	16.87	15.16
Payable to employees	17	-	-	252.09	321.70
Payable towards other expenses	17	-	-	1,179.74	1,114.77
Others	17	-	-	0.44	0.35
Trade payables (including Acceptances)	18	-	-	3,848.00	3,831.34
		1,418.09	**1,167.05**	**7,289.00**	**7,810.06**

*Investments in these equity instruments are not held for trading. Upon application of Ind AS 109 - Financial Instruments, the Group has chosen to measure these investments in equity instruments at FVTOCI irrevocably as the management believes that presenting fair value gains or losses relating to these investments in the Consolidated Statement of Profit and Loss may not be indicative of the performance of the Group.

₹ 39,500/-

Note 29 (A) : Category-Wise Classification of Financial Instruments (Contd.)

Income, Expenses, Gains or Losses recognised on Financial Instruments in the Consolidated Statement of Profit and Loss are as follows :

(₹ in Crores)

Income, (Expenses), Gains or (Losses) on Financial Instruments	Refer note	Year 2024-25	Year 2023-24
Financial assets measured at FVTPL			
Mandatory			
Fair value gain on quoted mutual funds	23	182.43	229.63
		182.43	**229.63**
Financial assets measured at amortised cost			
Interest income	23	151.83	146.65
Reversal of provision for expected credit loss on government grants	23	1.78	10.90
Allowance for expected credit lossess on receivables (trade and others) and advances (net)	26	(245.18)	(116.64)
Bad debts written off	26	(6.06)	(9.20)
		(97.63)	**31.71**
Financial assets measured at FVTOCI			
Designated upon initial recognition			
Interest income on Investments in debt instrument	23	28.01	23.28
Dividend income from quoted equity investments	23	20.64	20.16
Net fair value gain on investments in debt instruments		3.67	16.20
Net fair value gain on investments in equity instruments		273.30	7.77
		325.62	**67.41**
Financial liabilities measured at FVTPL			
Mandatory			
Fair value (loss) on Gross obligation towards earnout	26	-	(0.48)
Fair value gain on Gross obligation towards further stake acquisition in subsidiary companies	23	18.29	64.16
		18.29	**63.68**
Financial liabilities measured at amortised cost			
Interest on lease liabilities	27	(108.45)	(89.55)
Interest expense on bank borrowings	27	(60.65)	(57.44)
Interest on bill discounting and loan from State Governments	27	(35.19)	(33.99)
		(204.29)	**(180.98)**
Net (Loss) on foreign currency transactions and translations of Financial Assets and Financial Liabilities measured at amortised cost	23, 26 & 39	(39.36)	(9.90)

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29 (B) : Fair Value Measurements

(i) The following table provides the fair value measurement hierarchy of the Group's financial assets and liabilities :

As at 31st March 2025

(₹ in Crores)

Financial assets/ financial liabilities	Fair value	Fair value hierarchy		
	As at 31.03.2025	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets measured at FVTOCI				
Investments in quoted equity shares (Refer note 5(I)(A)(a))	867.39	867.39	-	-
Investments in quoted debentures or bonds (Refer note 5(I)(C)(b)(i) & 5(II)(B)(b)(i))	213.91	-	213.91	-
Investments in unquoted debentures or bonds (Refer note 5(I)(C)(b)(ii) & 5(II)(B)(b)(ii))	2.50	-	2.50	-
Financial assets measured at FVTPL				
Investments in quoted mutual funds (Refer note 5(II)(C))	3,030.34	3,030.34	-	-
Investments in unquoted equity shares (Refer note 5(I)(A)(b)(ii))	1.92	-	-	1.92
Financial liabilities measured at FVTPL				
Gross obligation towards further acquisition in subsidiary companies (Refer note 17)	241.76	-	-	241.76
Foreign currency forward exchange contract (net) (Refer note 17)	11.41	-	11.41	-

As at 31st March 2024

(₹ in Crores)

Financial assets/ financial liabilities	Fair value	Fair value hierarchy		
	As at 31.03.2024	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Financial assets measured at FVTOCI				
Investments in quoted equity shares (Refer note 5(I)(A)(a))	594.08	594.08	-	-
Investments in quoted debentures or bonds (Refer note 5(I)(C)(b)(i) & 5(II)(B)(b)(i))	418.80	-	418.80	-
Investments in unquoted debentures or bonds (Refer note 5(I)(C)(b)(ii) & 5(II)(B)(b)(ii))	2.00	-	2.00	-
Financial assets measured at FVTPL				
Investments in quoted mutual funds (Refer note 5(II)(C))	2,945.59	2,945.59	-	-
Investments in unquoted equity shares (Refer note 5(I)(A)(b)(ii))	1.92	-	-	1.92
Foreign currency forward exchange contract (net) (Refer note 7)	0.03	-	0.03	-
Financial liabilities measured at FVTPL				
Gross obligation towards further acquisition in subsidiary companies (Refer note 17)	244.63	-	-	244.63

(ii) Financial Instrument measured at Amortised Cost

The carrying amount of financial assets and financial liabilities measured at amortised cost in the Consolidated Financial Statements are a reasonable approximation of their fair values since the Group does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

Note 29 (B) : Fair Value Measurements (Contd.)

(iii) Investments in debentures or bonds measured at FVTOCI

The debentures or bonds are fair valued using various market observable inputs.

(iv) Significant Techniques and Unobservable Inputs Used for Level 3 Fair Valuation Measurement

As at 31st March 2025	Valuation techniques	Significant Unobservable Inputs	Sensitivity of input to fair value measurement	
			Increase of volatility by 5%	Decrease of volatility by 5%
Fair Value of gross obligation towards further stake acquisition in subsidiaries (Weatherseal Fenestration Private Limited, Harind Chemicals and Pharmaceuticals Private Limited and Obgenix Software Private Limited)	Monte Carlo Simulation	Forecast EBITDA	Net increase in liability by ₹ 0.02 crores	Net decrease in liability by ₹ 0.02 crores
		Equity Value	Net increase in liability by ₹ 0.13 crores	Net decrease in liability by ₹ 0.13 crores

As at 31st March 2024	Valuation techniques	Significant Unobservable Inputs	Sensitivity of input to fair value measurement	
			Increase of volatility by 5%	Decrease of volatility by 5%
Fair Value of gross obligation towards further stake acquisition in subsidiaries (Weatherseal Fenestration Private Limited, Harind Chemicals and Pharmaceuticals Private Limited and Obgenix Software Private Limited)	Monte Carlo Simulation	Forecast Revenue	Net increase in liability by ₹ 3.39 crores	Net decrease in liability by ₹ 3.55 crores
		Forecast EBITDA	Net increase in liability by ₹ 0.38 crores	Net decrease in liability by ₹ 0.27 crores
		Equity Value	Net increase in liability by ₹ 0.05 crores	Net increase in liability by ₹ 0.02 crores
			Increase of WACC by 1%	**Decrease of WACC by 1%**
		Weighted Average Cost of Capital (WACC)	Net decrease in liability by ₹ 0.06 crores	Net increase in liability by ₹ 1.03 crores

(v) Reconciliation of Level 3 fair value measurements of financial assets and financial liabilities is given below

(₹ in Crores)

Movements in Level 3 valuations	Year 2024-25	Year 2023-24
Balance as at 1st April	**(242.71)**	**(82.36)**
Additions	(15.42)	(281.21)
Settled / Payments during the year	-	56.70
Fair value gain recorded in Consolidated Statement of Profit and Loss	18.29	64.16
Balance as at 31st March	**(239.84)**	**(242.71)**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29 (C) : Financial Risk Management - Objectives and Policies

The Group's financial assets comprise mainly of investments, cash and cash equivalents, other balances with banks, trade receivables and other receivables and financial liabilities comprise mainly of borrowings, trade payables and other payables.

The Group is exposed to Market risk, Credit risk and Liquidity risk. The Board of Directors ('Board') oversee the management of these financial risks through its Risk Management Committee. The Risk Management Policy of the Group formulated by the Risk Management Committee and approved by the Board, states the Group's approach to address uncertainties in its endeavour to achieve its stated and implicit objectives. It prescribes the roles and responsibilities of the Group's management, the structure for managing risks and the framework for risk management. The framework seeks to identify, assess and mitigate financial risks in order to minimize potential adverse effects on the Group's financial performance. The Board has taken all necessary actions to mitigate the risks identified basis the information and situation present.

The following disclosures summarize the Group's exposure to financial risks and information regarding use of derivatives employed to manage exposures to such risks. Quantitative sensitivity analyses has been provided to reflect the impact of reasonably possible changes in market rates on the financial results, cash flows and financial position of the Group.

1) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risks : interest rate risk, currency risk and other price risk. Financial instruments affected by market risk include borrowings, investments, trade payables, trade receivables and derivative financial instruments.

a) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is exposed to interest rate risk through the impact of rate changes on interest-bearing liabilities and assets. The Group manages its interest rate risk by monitoring the movements in the market interest rates closely.

The sensitivity analysis below have been determined based on the exposure to interest rates for financial instruments at the end of the reporting year and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of instruments that have floating rates. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher or lower and all other variables were held constant, the Group's profit before tax for the year ended 31st March 2025 would decrease/increase by ₹ 4.93 crores (Previous Year - ₹ 5.20 crores).

The Exposure of Group's financial assets and liabilities to interest rate risk is as follows :

(₹ in Crores)

	As at 31.03.2025	Floating rate	Fixed rate	Non- interest bearing
Financial assets	11,257.04	19.40	2,380.52	8,857.12
Financial liabilities	8,960.26	733.45	1,556.84	6,669.97

(₹ in Crores)

	As at 31.03.2024	Floating rate	Fixed rate	Non- interest bearing
Financial assets	12,237.49	13.48	2,931.57	9,292.44
Financial liabilities	9,221.74	966.33	1,448.30	6,807.11

Note 29 (C) : Financial Risk Management - Objectives and Policies (Contd.)

1) Market Risk (Contd.)

b) Foreign Currency Risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate due to changes in foreign exchange rates. The Group enters into forward exchange contracts with average maturity of less than one month to hedge against its foreign currency exposures relating to the recognised underlying liabilities and firm commitments. The Group's policy is to hedge its exposures above from recognised liabilities and firm commitments that fall due in 90 days. The Group does not enter into any derivative instruments for trading or speculative purposes.

The carrying amounts of the Group's foreign currency denominated monetary items are as follows :

(in Millions FC)

Currency	Liabilities		Assets	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
USD	145.08	159.01	31.79	46.84
EUR	13.79	19.81	1.27	10.15
SGD	0.36	0.11	2.11	1.80
GBP	0.30	1.27	0.19	0.24
SEK	0.20	0.20	-	-
JPY	113.08	215.61	281.43	10.30
AED	8.67	-	20.50	-
BDT	-	-	596.49	-

(₹ in Crores)

Currency	Liabilities		Assets	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
USD	1,240.18	1,326.30	271.77	390.67
EUR	127.70	178.25	11.78	91.36
SGD	2.31	0.70	13.44	11.10
GBP	3.29	13.39	2.11	2.56
SEK	0.17	0.16	-	-
JPY	6.43	11.86	16.01	0.57
AED	20.17	-	47.71	-
BDT	-	-	41.79	-
Others	15.78	15.19	38.70	91.09
Total	**1,416.03**	**1,545.85**	**443.31**	**587.35**

The above table represents total exposure of the Group towards foreign exchange denominated liabilities (net).

Out of the above, details of exposures hedged using forward exchange contracts are given below :

Currency	Number of Contracts	Buy Amount (USD in mn.)	Indian Rupee Equivalent (₹ in Crores)
Forward contract to buy USD - As at 31.03.2025	39	67.41	589.00
Forward contract to buy USD - As at 31.03.2024	3	4.26	35.52

The Group is mainly exposed to changes in USD and EUR. The below table demonstrates the sensitivity to a 5% increase or decrease in the USD and EUR against INR, with all other variables held constant. The sensitivity analysis is prepared on the net unhedged exposure of the Group as at the reporting date. 5% represents management's assessment of reasonably possible change in foreign exchange rate.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29 (C) : Financial Risk Management - Objectives and Policies (Contd.)

1) Market Risk (Contd.)

b) Foreign Currency Risk (Contd.)

(₹ in Crores)

Change in USD Rate	Effect on profit after tax		Effect on total equity	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
+5%	(16.83)	(36.91)	(16.83)	(36.91)
-5%	16.83	36.91	16.83	36.91

(₹ in Crores)

Change in EUR Rate	Effect on profit after tax		Effect on total equity	
	Year 2024-25	Year 2023-24	Year 2024-25	Year 2023-24
+5%	(4.41)	(3.44)	(4.41)	(3.44)
-5%	4.41	3.44	4.41	3.44

c) Other Price Risk

i) Equity/Investment Risk

Equity/Investment risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded price. Equity/Investment risk arises from financial assets such as investments in equity instruments and bonds. The Parent Company is exposed to equity risk arising mainly from investments in equity instruments recognised at FVTOCI. As at 31st March 2025, the carrying value of such equity instruments recognised at FVTOCI amounts to ₹ 867.39 crores (Previous year - ₹ 594.08 crores). The details of such investments in equity instruments are given in Note 5 (I)(A)(a).

The Parent Company is also exposed to Investment risk arising from investments in bonds and debentures recognised at FVTOCI. As at 31st March 2025, the carrying value of such instruments recognised at FVTOCI amounts to ₹ 216.41 crores (Previous year - ₹ 420.80 crores). These being debt instruments, the exposure to risk of changes in market rates is minimal. The details of such investments in bonds and debentures are given in Note 5(I)(C)(b) & 5(II)(B)(b).

The Parent Company is mainly exposed to change in market rates of its investments in equity investments recognised at FVTOCI. A sensitivity analysis demonstrating the impact of change in market prices of these instruments from the prices existing as at the reporting date is given below :

If the equity prices had been higher/lower by 10 % from the market prices existing as at 31st March 2025, Other Comprehensive Income for the year ended 31st March 2025 would increase by ₹ 74.33 crores (Previous year - ₹ 52.61 crores) and decrease by ₹ 74.33 crores (Previous year - ₹ 52.61 crores) respectively with a corresponding increase/decrease in Total Equity of the Parent Company as at 31st March 2025. 10 % represents management's assessment of reasonably possible change in equity prices.

ii) Commodity rate risk

Material cost is the largest cost component for the Group, thus exposing it to the risk of price fluctuation based on the supply and demand conditions of those materials. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies. The Group has put in place a mix of long-term and short-term mitigation plans. During the year ended 31st March 2025 and 31st March 2024, the Group had not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

Note 29 (C) : Financial Risk Management - Objectives and Policies (Contd.)

2) Credit Risk

Credit risk refers to risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit risk arises primarily from financial assets such as trade receivables, investment in mutual funds, derivative financial instruments, other balances with banks, loans and other receivables. The Group's exposure to credit risk is disclosed in note 5 (except equity shares, bonds and debentures), 6, 7, 8A and 8B.

The Group has adopted a policy of only dealing with counterparties that have sufficiently high credit rating. The Group's exposure and credit ratings of its counterparties are continuously monitored and the aggregate value of transactions is reasonably spread amongst the counterparties.

Credit risk arising from investment in mutual funds, derivative financial instruments, term deposits and other balances with banks is limited and there is no collateral held against these because the counterparties are banks and recognised financial institutions with high credit ratings assigned by the international credit rating agencies.

The average credit period on sales of products and services is a maximum of 180 days. Credit risk arising from trade receivables is managed in accordance with the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on a detailed study of credit worthiness and accordingly individual credit limits are defined/modified. The concentration of credit risk is limited due to the fact that the customer base is large. There is no customer representing more than 5% of the total balance of trade receivables.

For trade receivables, as a practical expedient, the Group computes credit loss allowance based on a provision matrix. The provision matrix is prepared based on historically observed default rates over the expected life of trade receivables and is adjusted for forward-looking estimates. The provision matrix followed is given below.

Net Outstanding > 365 days	% Collection to gross outstanding in current year	Credit loss allowance
Yes	< 25%	Yes, to the extent of lifetime expected credit losses outstanding as at reporting date.
Yes	> 25%	Yes, to the extent of lifetime expected credit losses pertaining to balances outstanding for more than one year.

Additional allowance is made where default rate changes as per the performance of the receivables.

(₹ in Crores)

Movement in expected credit loss allowance on trade receivables	Year 2024-25	Year 2023-24
Balance as at 1st April	**422.17**	**305.13**
Add : Acquisition of Subsidiaries	-	0.02
Less : Disposal of Subsidiaries	5.23	-
Add : Loss allowance measured at lifetime expected credit losses	245.65	117.02
Balance as at 31st March	**662.59**	**422.17**

In accordance with Ind AS 109 – Financial Instruments, the Parent Company has re-assessed expected timing of cashflow towards subsidy receivable from the State Governments. The Parent Company is confident about the ultimate realisation of the dues from the State Governments. There is no credit risk attached to these receivables.

(₹ in Crores)

Movement in expected credit loss allowance on subsidy receivable from the State Governments	Year 2024-25	Year 2023-24
Balance as at 1st April	**15.25**	**26.15**
Unwinding of interest resulting in reversal of expected credit losses	(1.78)	(10.90)
Balance as at 31st March	**13.47**	**15.25**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 29 (C) : Financial Risk Management - Objectives and Policies (Contd.)

3) Liquidity Risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group has an established liquidity risk management framework for managing its short term, medium term and long term funding and liquidity management requirements. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group manages the liquidity risk by maintaining adequate funds in cash and cash equivalents. The Group also has adequate credit facilities agreed with banks to ensure that there is sufficient cash to meet all its normal operating commitments in a timely and cost-effective manner.

The Group believes that its liquidity position (₹ 5,176.43 crores as at 31st March 2025 (Previous Year - ₹ 5,882.65 crores)), anticipated future internally generated funds from operations, and its fully available revolving undrawn credit facility will enable it to meet its future known obligations in the ordinary course of business. However, if liquidity needs were to arise, the Group believes it has access to financing arrangements, value of unencumbered assets, which should enable it to meet its ongoing capital, operating, and other liquidity requirements.

The liquidity position of the Group mentioned above, includes :

i) Cash and cash equivalents and Other Balances with Banks (excluding earmarked balances)

ii) Current/ Non-Current term deposits as disclosed in Other Financial Assets

iii) Investments in debentures or bonds (including interest accrued on the same) and mutual funds.

The Group's liquidity management process as monitored by management, includes -

- Day to day funding, managed by monitoring future cash flows to ensure that requirements can be met;
- Maintaining rolling forecasts of the Group's liquidity position on the basis of expected cash flows;
- Maintaining diversified credit lines.

The table below analyses financial liabilities of the Group into relevant maturity groupings based on the remaining period from the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2025					
Borrowings (Refer note 15)	604.13	157.93	138.69	900.75	863.75
Lease Liabilities (Refer note 16)	402.85	978.57	584.96	1,966.38	1,426.54
Other Financial Liabilities (Refer note 17)	2,742.04	79.93	-	2,821.97	2,821.97
Trade Payables (Refer note 18)	3,848.00	-	-	3,848.00	3,848.00

(₹ in Crores)

	Less than 1 year	Between 1 - 5 years	More than 5 years	Total	Carrying Value
As at 31st March 2024					
Borrowings (Refer note 15)	1,052.76	24.38	70.62	1,147.76	1,107.14
Lease Liabilities (Refer note 16)	364.40	956.08	582.10	1,902.58	1,367.24
Other Financial Liabilities (Refer note 17)	2,675.44	240.58	-	2,916.02	2,916.02
Trade Payables (Refer note 18)	3,831.34	-	-	3,831.34	3,831.34

Note 29 (D) : Capital Management

For the purpose of the Group's capital management, capital includes issued capital and all other equity reserves attributable to the equity shareholders of the Group. The primary objective of the Group when managing capital is to safeguard its ability to continue as a going concern and to maintain an optimal capital structure so as to maximize shareholder value.

The capital structure of the Group consists of debt, which includes the borrowings disclosed in Note 15 and equity attributable to owners of the Parent Company, comprising issued capital, reserves and accumulated profits as presented in the Consolidated Statements of Changes in Equity.

Consequent to such capital structure, there are no externally imposed capital requirements. In order to maintain or achieve an optimal capital structure, the Group allocates its capital for distribution as dividend or re-investment into business based on its long term financial plans.

Note 30 : Earnings Per Share

	Year 2024-25	Year 2023-24
Basic earnings per share in rupees (face value – ₹1 per share) (In ₹)	**38.25**	**56.95**
Diluted earnings per share in rupees (face value – ₹1 per share) (In ₹)	**38.25**	**56.94**
Profit used as Numerator		
Profit after tax attributable to owners of the Parent Company as per Consolidated Statement of Profit and Loss (₹ in crores)	3,667.23	5,460.23
Weighted Average Number of Shares used as Denominator		
Basic EPS	95,87,21,421	95,88,41,696
Diluted EPS	95,88,73,609	95,89,86,355
Reconciliation of Weighted Average Number of Shares Outstanding		
Number of equity shares outstanding during the year	95,91,97,790	95,91,97,790
Less : Weighted average shares held by ESOP trust as treasury shares	(4,76,369)	(3,56,094)
Weighted average number of equity shares outstanding during the year used for computing Basic EPS	**95,87,21,421**	**95,88,41,696**
Add : Options granted to employees*	1,52,188	1,44,659
Weighted average number of equity shares outstanding during the year used for computing Diluted EPS	**95,88,73,609**	**95,89,86,355**

*Represents the dilutive impact of Employee Stock Option Plan.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 31 : Contingent Liabilities and Commitments

a. Contingent Liabilities :

(₹ in Crores)

		As at 31.03.2025	As at 31.03.2024
A	**Performance Bonds and Immigration Bonds given by Subsidiaries**	4.19	7.71
B	**Claims against the Group not acknowledged as debts^**		
	i. Tax matters in dispute under appeal		
	- Income Tax	136.16	367.80
	- Value Added Tax, Goods & Services Tax, Sales Tax, Entry Tax, Octroi & Trade Tax	219.56	184.78
	- Excise, Service Tax & Customs	15.63	15.36
	ii. Labour related disputes	22.79	32.32
	iii. Disputes relating to property matters	-	24.87
	iv. Others (includes disputes on matters pertaining to rent deposits, electricity, consumer cases, etc)	23.67	19.61
C	**Other monies for which the Group is Contingently liable***	59.64	43.37
Total		**481.64**	**695.82**

^The above claims are pending before various Appellate Authorities. The management, including its advisors, expect that its position will likely be upheld on ultimate resolution and will not have a material adverse effect on the Group's Financial Statements.

It is not practicable for the Group to estimate the timings of cash outflows, if any, in respect of the pending resolution of the respective proceedings as it is determinable only on receipt of judgements/ decisions pending with various forums/ authorities. The Group does not expect any reimbursements in respect of the contingent liabilities.

*Towards custom duty and IGST for capital goods imported under Manufacturing & Other operation in Warehouse Regulation (MOOWR) scheme against which the Parent Company has executed a bond which is three times of the custom duty calculated at the time of import. The amount and timing of liability towards such custom duty and IGST will crystalize at the time of filing of ex-bond bill of entry at the time of removal of goods from the bonded warehouse.

b. Commitments :

(₹ in Crores)

		As at 31.03.2025	As at 31.03.2024
A	**Estimated amount of contracts remaining to be executed on capital account and not provided for**		
	i. Towards Property, Plant and Equipment	1,127.09	1,383.72
	ii. Towards Intangible Assets	4.75	18.12
	iii. Towards Right-to-use assets&	652.90	545.17
B	**Letters of Credit and Bank guarantees issued by bankers and outstanding as at year end**	157.71	202.39

& Represents estimated undiscounted amount of lease liability towards lease agreement with future commencement date.

Note 32 : Employee Benefits

1) Post-employment benefits :

The Group has the following post-employment benefit plans :

a) Defined benefit gratuity plan

The Parent Company and Indian subsidiaries operate defined benefit gratuity plan for its employees, which requires contributions to be made to a separately administered fund or a financial institution. It is governed by the Payment of Gratuity Act, 1972. Under the Act, all employee who has completed five years of service are entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age. There is no separate contribution by the employee in the fund. In case of the Parent Company, the fund has the form of a trust and it is governed by the Board of Trustees. The Board of Trustees is responsible for the administration of the plan assets including investment of the funds in accordance with the norms prescribed by the Government of India. In case of Indian subsidiaries, the fund is managed by Life Insurance Corporation (LIC) and every year the required contribution amount is paid to LIC.

The International subsidiaries operate an unfunded gratuity scheme; provision in respect of which is made annually covering all its permanent eligible employees and workers who have completed stipulated years of their service with the respective subsidiaries.

As the plan assets include significant investments in quoted debt and equity instruments, the Parent Company is exposed to the risk of impacts arising from fluctuation in interest rates and risks associated with equity market.

Fair value of the Parent Company's own transferable financial instruments held as plan assets : NIL

b) Defined benefit pension plan (Unfunded)

The Parent Company operates a defined benefit pension plan for certain specified employees and is payable upon the employee satisfying certain conditions, as approved by the Board of Directors.

c) Defined benefit post-retirement medical benefit plan (Unfunded)

The Parent Company and certain overseas subsidiaries operate a defined post retirement medical benefit plan for certain specified employees and payable upon the employee satisfying certain conditions.

d) Leaving Indemnity plan

Certain overseas subsidiaries provide Leaving Indemnity plan benefits based on last drawn basic salary at the time of separation in accordance with the local labour laws. These defined benefit plans are unfunded.

Asset-Liability Matching (for gratuity and pension plan funded)

Each year, the Board of Trustees and the Parent Company review the level of funding in the India gratuity plan. Such a review includes the asset-liability matching strategy and assessment of the investment risk. The Parent Company (employer) contributes to the fund based on the results of this annual review and ensures that the trust is adequately funded. Generally, it aims to have a portfolio mix of sovereign debt instruments, debt instruments of Corporates and equity instruments. The Parent Company aims to keep annual contributions relatively stable at a level such that no significant plan deficits (based on valuation performed) will arise.

Every two years an Asset-Liability Matching study is performed in which the consequences of the investments are analysed in terms of risk and return profiles. The Board of Trustees, based on the study, takes appropriate decisions on the duration of instruments in which investments are done. As per the latest study, there is no Asset-Liability-Mismatch. There has been no change in the process used by the Parent Company to manage its risks from prior periods.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 32 : Employee Benefits (Contd.)

1) Post-employment benefits : (Contd.)

Aforesaid post-employment benefit plans typically expose the Group to actuarial risks such as : investment risk, interest rate risk, longevity risk and salary risk.

Investment Risk	These Plans invest in long term debt instruments such as Government securities and highly rated corporate bonds. The valuation of which is inversely proportionate to the interest rate movements. There is risk of volatility in asset values due to market fluctuations and impairment of assets due to credit losses.
Interest Risk	The present value of the defined benefit liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on Government securities. A decrease in yields will increase the fund liabilities and vice-versa. A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's investments.
Longevity Risk	The present value of the defined benefit liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary Risk	The present value of the defined benefit liability is calculated by reference to the future salaries of plan participants. As such, an increase in salary of the plan participants will increase the plan's liability.

Actuarial Valuation

The above mentioned plans are valued by independent actuaries using the projected unit credit method. The information that follows is extracted from the actuarial reports of the subsidiaries. The independent actuaries who carried out the actuarial valuations as at 31st March 2025 are as follows :

1. M/s TransValue Consultants
2. Aon Consulting Private Ltd
3. K.A.Pandit

The following tables summarise the components of net defined benefit expense recognised in the Consolidated Statement of Profit and Loss/ OCI and the funded status and amounts recognised in the Consolidated Balance Sheet for the respective plans :

(₹ in Crores)

		Gratuity (Funded Plan)		Pension (Unfunded Plan)		Leaving Indemnity, Gratuity, Medical Plan and Post-retirement medical plan (Unfunded Plan)	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
A	**Opening defined benefit obligation**	**284.74**	**259.18**	**1.30**	**1.47**	**43.06**	**37.47**
	Obligation on acquisition of subsidiaries	-	-	-	-	-	0.86
	Obligation on disposal of subsidiaries	-	-	-	-	(1.78)	-
	Current service cost	24.35	22.52	0.03	0.06	5.24	5.28
	Interest cost	20.12	18.96	0.09	0.10	3.17	2.88
	Past Service Cost	-	-	-	-	(0.65)	0.64
	Amount included in Consolidated Statement of Profit and Loss	**44.47**	**41.48**	**0.12**	**0.16**	**7.76**	**8.80**

Note 32 : Employee Benefits (Contd.)

1) Post-employment benefits : (Contd.)

(₹ in Crores)

		Gratuity (Funded Plan)		Pension (Unfunded Plan)		Leaving Indemnity, Gratuity, Medical Plan and Post-retirement medical plan (Unfunded Plan)	
		As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
	Remeasurement (Gains)/Losses						
	Actuarial Loss / (Gain) from changes in financial assumptions	9.02	4.52	(0.03)	0.02	1.41	(3.31)
	Actuarial Loss / (Gain) from changes in demographic assumptions	-	-	-	-	0.05	(0.12)
	Experience adjustment (Gain) / Loss	(0.40)	(3.30)	(0.05)	(0.09)	1.46	2.24
	Amount included in Other Comprehensive Income	**8.62**	**1.22**	**(0.08)**	**(0.07)**	**2.92**	**(1.19)**
	Inter-Company Transfer	(0.64)	-	-	-	-	-
	Benefits paid	(20.51)	(17.14)	(0.14)	(0.26)	(3.55)	(3.79)
	Exchange Difference on Foreign Plans	-	-	-	-	(0.46)	0.91
	Closing defined benefit obligation	**316.68**	**284.74**	**1.20**	**1.30**	**47.95**	**43.06**
B	**Opening fair value of plan assets**	**279.89**	**247.44**	**-**	**-**	**-**	**-**
	Return on plan assets	19.84	18.09	-	-	-	-
	Amount included in Consolidated Statement of Profit and Loss	**19.84**	**18.09**	**-**	**-**	**-**	**-**
	Actuarial Gains	5.45	8.56	-	-	-	-
	Amount included in Other Comprehensive Income	**5.45**	**8.56**	**-**	**-**	**-**	**-**
	Contributions by employer	27.37	22.94	-	-	-	-
	Benefits paid	(20.52)	(17.14)	-	-	-	-
	Closing fair value of plan assets	**312.03**	**279.89**	**-**	**-**	**-**	**-**
C	**Amounts Recognised in the Balance Sheet**						
	Closing defined benefit obligation	316.68	284.74	1.20	1.30	47.95	43.06
	Closing fair value of plan assets	312.03	279.89	-	-	-	-
	Net Liability Recognised in the Balance Sheet	**4.65**	**4.85**	**1.20**	**1.30**	**47.95**	**43.06**
D	**Expense / (Income) recognised in :**						
	Consolidated Statement of Profit and Loss	**24.63**	**23.39**	**0.12**	**0.16**	**7.76**	**8.80**
	Statement of Other Comprehensive Income	**3.17**	**(7.34)**	**(0.08)**	**(0.07)**	**2.92**	**(1.19)**
E	**Weighted average duration of defined benefit obligation**	**5.20 to 11.08**	**6.9 to 10.83**	**10.90**	**10.57**	**7.37 to 16.08**	**7.34 to 15.63**
F	**Maturity profile of defined benefit obligation**						
	Within the next 12 months	34.99	27.42	0.14	0.15	5.46	5.46
	Between 1 and 5 years	93.81	90.88	0.43	0.42	21.21	20.26
	Between 5 and 10 years	179.26	179.31	0.62	0.57	23.05	21.74
	10 years and above	354.77	325.17	0.43	0.47	124.07	136.39

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 32 : Employee Benefits (Contd.)

1) Post-employment benefits : (Contd.)

The major categories of plan assets for the Group are as follows :

(₹ in Crores)

	Gratuity (Funded Plan)	
	As at 31.03.2025	As at 31.03.2024
Quoted		
Government of India securities (Central and State)	142.13	127.81
High quality corporate bonds (including Public Sector Bonds)	105.45	102.16
Equity shares, Equity mutual funds and ETF	41.20	33.16
Total (A)	**288.78**	**263.13**
Unquoted		
Cash Balance	1.69	0.28
Others	21.56	16.48
Total (B)	**23.25**	**16.76**
Total (A+B)	**312.03**	**279.89**

The principal assumptions used in determining gratuity, pension and post-employment medical benefit obligations for the Group plans are shown below :

(i) Financial Assumptions

	Gratuity (Funded Plan)		Pension (Unfunded Plan)		Leaving Indemnity, Gratuity, Medical Plan and Post retirement medical plan (Unfunded Plan)	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Discount Rate	6.47% to 6.72%	7.09% to 7.10%	6.70%	7.09%	4.77% to 10.91%	5.00% to 13.00%
Salary Escalation Rate	All Grades- 8% for first year 7% thereafter	All Grades- 9% for first year 8% thereafter	-	-	4.00% to 15.00%	5.00% to 15.00%

(ii) Demographic Assumptions

	As at 31.03.2025	As at 31.03.2024
Withdrawal Rate	1.00% to 20.00%	1.80% to 40.00%
Mortality Rate	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate
Retirement Age	58 to 60 Years	58 to 60 Years

Significant actuarial assumptions for the determination of the defined benefit obligation are discount rate and expected salary increase. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

Note 32 : Employee Benefits (Contd.)

1) Post-employment benefits : (Contd.)

(₹ in Crores)

	Gratuity (Funded Plan)		Pension (Unfunded Plan)		Leaving Indemnity, Gratuity, Medical Plan and Post retirement medical plan (Unfunded Plan)*	
	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024	As at 31.03.2025	As at 31.03.2024
Defined Benefit Obligation - Discount Rate + 100 basis points	(23.34)	(20.45)	(0.07)	(0.07)	(0.24)	(0.21)
Defined Benefit Obligation - Discount Rate - 100 basis points	27.04	23.64	0.07	0.08	0.27	0.23
Defined Benefit Obligation – Salary Escalation Rate + 100 basis points	20.92	19.94	-	-	0.15	0.12
Defined Benefit Obligation - Salary Escalation Rate - 100 basis points	(19.91)	(19.03)	-	-	(0.15)	(0.11)

* Sensitivity analysis does not include impact of overseas subsidiaries as the same is not material.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the Consolidated Balance Sheet.

The Group expects to make a contribution of ₹ 31.04 crores (Previous year - ₹ 29.21 crores) to the defined benefit plans during the next financial years.

e) Provident Fund

The provident fund assets and liabilities of the Parent Company is managed by its provident fund trusts. The plan guarantees minimum interest at the rate notified by the Provident Fund Authorities. The contribution by the employer and employee together with the interest accumulated thereon are payable to employees at the time of separation from the Parent Company or retirement, whichever is earlier. The benefit vests immediately on rendering of the services by the employee. In terms of the guidance note issued by the Institute of Actuaries of India for measurement of provident fund liabilities, the actuary has provided a valuation of provident fund liability and based on the assumptions provided below, there is no shortfall as at 31st March 2025.

Participation by all employees in provident funds plans is mandatory. Contribution to Provident Fund is made @12% of salary (computed in accordance with the prevalent regulations) by the employee. Similarly, the Parent Company also contributes to the Provident Fund specified percentage of salary as per the prevalent regulations. Employees have the option to voluntarily contribute a higher amount.

The details of benefit obligation and plan assets of the provident funds is as given below :

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Present value of benefit obligation at period end	997.60	882.69
Plan assets at period end, at fair value, restricted to asset recognised in Balance Sheet	997.60	882.69

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 32 : Employee Benefits (Contd.)

1) Post-employment benefits : (Contd.)

e) Provident Fund (Contd.)

Assumptions used in determining the present value obligation of the interest rate guarantee under the Projected Unit Credit Method (PUCM) :

	As at 31.03.2025	As at 31.03.2024
Discounting Rate	6.70%	7.09%
Expected Guaranteed interest rate	8.25%*	8.25%

*Rate announced by Central Board of Trustees of Employees Provident Fund Organisation for the FY 2024-25 and the same is used for valuation purpose. The Trust has provisionally declared interest rate of 8.40% for FY 2024-25.

2) Other Long term employee benefits :

Annual Leave and Sick Leave assumptions

The liability towards compensated absences (annual leave and sick leave) for the year ended 31st March 2025 based on actuarial valuation carried out by using Projected Accrued Benefit Method resulted in increase in liability by ₹ 32.95 crores (Previous Year - decrease by ₹ 14.65 crores).

(a) Financial Assumptions

	As at 31.03.2025	As at 31.03.2024
Discount Rate	4.77% to 21.88%	5.00% to 17.73%
Salary increases allowing for Price inflation	4.00% to 15.00%	5.00% to 15.00%

(b) Demographic Assumptions

	As at 31.03.2025	As at 31.03.2024
Mortality	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate
Employee Turnover	1.00% to 20.00%	1.80% to 40.00%
Leave Availment Ratio	1.00% to 5.00%	1.00% to 5.00%

3) Employee share based payment plans

During the year ended 31st March 2021, the Group implemented Asian Paints Employee Stock Option Plan 2021 ("2021 Plan"). The plan was approved by the shareholders in the Parent Company's 75th AGM held on 29th June 2021. The 2021 Plan enables grant of stock options to the eligible employees of the Parent Company and its subsidiaries not exceeding 25,00,000 Shares, which is 0.26 % of the paid up equity share capital of the Parent Company as on 12th May 2021. Further, the stock options to any single employee under the Plan shall not exceed 5,00,000 Shares of the Parent Company during the tenure of the Plan, subject to compliance with Applicable Law.

The options granted under 2021 Plan have a maximum vesting period of 4 years. The options granted are based on the performance of the employees during the year of the grant and their continuing to remain in service over the next 3 years. The process for determining the eligibility of employees for the grant of stock options under the 2021 Plan shall be determined by the Nomination and Remuneration Committee (Administrator of the 2021 Plan) in consultation with Managing Director & CEO and based on employee's grade, performance rating and such other criteria as may be considered appropriate. The employees shall be entitled to receive one equity share of the Parent Company on exercise of each stock option, subject to performance of the employees and continuation of employment over the vesting period. The exercise price for stock options granted are at a discount of 50% to the Reference Share Price (the average of the daily high and low of the volume weighted average prices of the Shares quoted on a recognised stock exchange during the 22 trading days preceding the day on which the grant is made) of the shares of the Parent Company as defined under 2021 Plan.

Note 32 : Employee Benefits (Contd.)

3) Employee share based payment plans (Contd.)

Further, the 2021 Plan replaced the existing Deferred Incentive Scheme (which provided for deferred cash pay-outs based on performance of the employees and satisfaction of vesting conditions). Pursuant to launch of 2021 Plan, the eligible employees were given option to convert existing deferred incentive benefit for FY 2020-21 into ESOPs. Accordingly, stock options were granted to those employees opting for ESOPs.

The Administrator approved secondary purchase of shares equivalent to the options granted in August 2021 through Asian Paints Employees Stock Ownership Trust ("ESOP Trust" or "Trust") which is shown as treasury shares in the Consolidated Statement of Changes in Equity.

a) Details of stock options granted :

	Grant Date	Vesting Date	Options outstanding at the beginning of the year	Options granted during the year	Options exercised during the year	Options forfeited during the year	Options lapsed during the year	Options outstanding at the end of the year	Exercisable at period end	Weighted Average remaining contractual life (years)
Grant 1	16th August 2021	31st March 2024	94,208	-	89,769	119	-	4,320	3,840	0.5
Grant 2	16th August 2021	31st March 2025 and 1st April 2025	1,03,244	-	3,990	-	6,420	92,834	20,470	1
Grant 3	10th February 2022	31st March 2025 and 1st April 2025	3,850	-	73	-	84	3,693	-	1
Grant 4	6th June 2022	31st March 2026 and 1st April 2026	1,31,083	-	1,121	-	6,903	1,23,059	-	2
Grant 5	8th September 2022	31st March 2026 and 1st April 2026	5,968	-	-	-	483	5,485	-	2
Grant 6	19th January 2023	31st March 2026 and 1st April 2026	584	-	-	-	188	396	-	2
Grant 7	31st March 2023	31st March 2026 and 1st April 2026	830	-	-	-	158	672	-	2
Grant 8	27th April 2024	1st April 2027	-	1,90,744	-	-	8,963	1,81,781	-	3

Weighted average exercise price for respective option series towards all the movement including opening and closing outstanding options is same as exercise price on grant date.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 32 : Employee Benefits (Contd.)

3) Employee share based payment plans (Contd.)

b) Fair Value of Stock Options granted :

Fair Value of Share Options was calculated using the Black Scholes Model. The key assumptions used for calculating the option fair value are as below :

	Grant date	Risk free interest rate	Expected life	Expected volatility	Dividend Yield	Fair Value at Grant Date (₹)	Market price at the time of grant of the option (₹)	Exercise price
		Zero Coupon Sovereign Bond Interest Rate equivalent for option life	Tenure to vesting of options and half of exercise period assuming even exercise of options during exercise period	Based on daily volatility for period equivalent for option life	Dividend yield is calculated as dividend paid in last FY divided by current share price			50% of Reference Share Price
Grant 1	16th August 2021	5.07%	3.12 years	34.67%	0.60%	1,685.13	2,987.55	1,518.70
Grant 2	16th August 2021	5.50%	4.12 years	32.17%	0.60%	1,752.87	2,987.55	1,518.70
Grant 3	10th February 2022	5.57%	3.63 years	33.93%	0.55%	1,884.83	3,228.35	1,632.53
Grant 4	6th June 2022	7.17%	4.32 years	33.76%	0.66%	1,768.00	2,886.90	1,478.00
Grant 5	8th September 2022	7.08%	4.06 years	34.71%	0.56%	2,098.00	3,400.35	1,706.00
Grant 6	19th January 2023	7.22%	3.69 years	34.75%	0.65%	1,769.00	2,945.25	1,505.00
Grant 7	31st March 2023	7.28%	3.50 years	34.59%	0.69%	1,649.00	2,770.50	1,412.00
Grant 8	27th April 2024	7.21%	3.42 years	28.36%	0.93%	1,652.00	2,844.15	1,433.00

During the year, the Group has recognised an expense of ₹ 21.25 crores (Previous year - ₹ 21.84 crores).

Note 33 : Related Party Transactions

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below :

a) Associates :

1) PPG Asian Paints Private Limited

Wholly owned subsidiaries of PPG Asian Paints Private Limited :

a) Revocoat India Private Limited

b) PPG Asian Paints Lanka Private Limited *

2) Obgenix Software Private Limited **

* The Company has ceased its business operations during the year 2022-23.

**Associate upto 22nd June 2023. On 23rd June 2023, the Parent Company acquired further 11% equity share capital of Obgenix Software Private Limited. Accordingly, Obgenix Software Private Limited became a subsidiary of the Parent Company.

Note 33 : Related Party Transactions (Contd.)

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below (Contd.) :

b) Key Managerial Personnel :

Name	Designation
Amit Syngle	Managing Director & CEO
R J Jeyamurugan	CFO & Company Secretary
Non-Executive Directors	
Amrita Vakil	Deepak Satwalekar (Chairman - upto 30th September 2023)
Nehal Vakil	R Seshasayee (Chairman - w.e.f. 1st October 2023)
Jigish Choksi (upto 31st March 2025)	Soumitra Bhattacharya (w.e.f 26th October 2023)
Malav Dani	Pallavi Shroff (upto 31st March 2024)
Milind Sarwate	Suresh Narayanan (upto 31st March 2024)
Manish Choksi (Vice Chairman)	Vibha Paul Rishi (upto 31st March 2024)
Ireena Vittal (w.e.f 25th July 2023)	Gopichand Katragadda (w.e.f 1st April 2024)
Late. Ashwin Dani (upto 28th September 2023)	Varun Berry (w.e.f 23rd October 2024)

c) Names of Close Family Members of Key Managerial Personnel (apart from those who are in employment of the Parent Company) where transactions have taken place during the year :

Aashay Ashish Choksi	Ishwara Hasit Dani	Rupal Anant Bhat
ACC AP Trust	Jalaj Ashwin Dani $	Rupen Ashwin Choksi
Ami Manish Choksi	Late. Abhay Arvind Vakil	Sanjay Rishi
Anay Rupen Choksi	Late. Amar Arvind Vakil	Satyen Ashwin Gandhi
Late. Asha Subhash Gujarathi	Late. Ashwin Suryakant Dani $	Seema S Katragadda
Ashish Ashwin Choksi $	Mahendra Chimanlal Choksi $	Late. Shailesh Chimanlal Choksi $
Ashwin Ramanlal Gandhi	Manish Mahendra Choksi $	Shalinie Syngle
Bhairavi Abhay Vakil	Meghna Satyen Gandhi	Shubhlakshmi Hasit Dani
Binita Ashish Choksi	Mudit Jalaj Dani	Smiti Jalaj Dani
Late. Chandanben Chhotalal Shah	Nyra Varun Vakil	Urvashi Ashwin Choksi
Dipika Amar Vakil	Nysha Rupen Choksi	Vaibhavi Hiren Gandhi
Druhi Ashish Choksi	Prafullika Shailesh Choksi	Vishal Shailesh Choksi
Hasit Ashwin Dani $	Ragini Varun Vakil	Vita Jalaj Dani
Hiren Ashwin Gandhi	Rhea Manish Choksi	Vivek Abhay Vakil $
Hrishav Varun Vakil	Richa Manish Choksi	
Ina Ashwin Dani	Rita Mahendra Choksi	

$ includes HUF of which he is the karta

d) Close family members of Key Managerial Personnel who are under the employment of the Parent Company and with whom transactions have taken place during the year :

Varun Vakil ++

++ includes HUF of which he is the karta

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 33 : Related Party Transactions (Contd.)

Disclosure on Related Party Transactions as required by Ind AS 24 - Related Party Disclosures is given below (Contd.) :

e) Entities where Key Managerial Personnel / Close family members of Key Managerial Personnel have control/ significant influence and where transactions have taken place or balance is outstanding during the year :

Addverb Technologies Ltd.	Hitech Specialities Solutions Ltd.	Ricinash Renewable Materials Pvt. Ltd.
Ankleshwar Industrial Development Society	Hydra Trading Pvt. Ltd.	Rupen Investment and Industries Pvt. Ltd.
AR Interact^^	Jalaj Trading And Investment Company Pvt. Ltd.	Sattva Holding and Trading Pvt. Ltd.
Asteroids Trading and Investments Pvt. Ltd	Jaldhar Investments and Trading Company Pvt. Ltd	Satyadharma Investments and Trading Company Pvt Ltd.
Castle Investment & Industries Pvt. Ltd.	Lambodar Investments and Trading Company Ltd.	Shardul Amarchand Mangaldas & Co.^
Centaurus Trading and Investments Pvt. Ltd.	Lyon Investment and Industries Pvt. Ltd.	Stack Pack Ltd.
Dani Finlease Pvt. Ltd.	Murahar Investments and Trading Company Ltd.	Smiti Holding and Trading Company Pvt. Ltd.
Doli Trading and Investments Pvt. Ltd.	Navbharat Packaging Industries Pvt. Ltd.	Sudhanva Investments and Trading Company Pvt.Ltd.
Elcid Investments Ltd.	Nehal Trading and Investments Pvt. Ltd.	Suptaswar Investment and Trading Company Ltd.
ELF Trading And Chemical Manufacturing Pvt. Ltd.	Paladin Paints and Chemicals Pvt. Ltd.	Tru Trading and Investments Pvt. Ltd.
Geetanjali Trading and Investments Pvt. Ltd.	Piramal Swasthya Management and Research Institute	Unnati Trading and Investments Pvt. Ltd.
Gujarat Organics Pvt. Ltd.	Rayirth Holding and Trading Company Pvt. Ltd.	Upnishad Trustee Advisory Services Pvt. Ltd.
Hiren Holdings Pvt. Ltd.	Resins and Plastics Ltd.	Vikatmev Containers Ltd.
Hitech Corporation Ltd.	Riash Renewable Materials Pvt. Ltd.	

^ Related Party upto 31st March 2024.

^^ Transactions upto 31st March 2024.

f) Other entities where significant influence exist :

i) Post employment-benefit plan entity :

Asian Paints (I) Limited Employees' Gratuity Fund

Asian Paints Industrial Coatings Limited Employees' Gratuity Fund

ii) Other :

Asian Paints Office Provident Fund (Employee benefit plan)

Asian Paints Factory Employees' Provident Fund (Employee benefit plan)

Asian Paints Management Cadres' Superannuation Scheme (Employee benefit plan)

Note 33 : Related Party Transactions (Contd.)

Terms and conditions of transactions with related parties :

1. The Group has been entering into transactions with related parties for its business purposes. The process followed for entering into transactions with related party is same as followed for unrelated party. Vendors are selected competitively having regard to strict adherence to quality, timely servicing and cost advantage. Further related party vendors provide additional advantages in terms of :
   (a) Supplying products primarily to the Group,
   (b) Advanced and innovative technology,
   (c) Customisation of products to suit the Group's specific requirements, and
   (d) Enhancement of the Group's purchase cycle and assurance of just in time supply with resultant benefits– notably on working capital.

2. The purchases from and sales to related parties are made on terms equivalent to and those applicable to all unrelated parties on arm's length transactions. Outstanding balances payable and receivable at the year-end are unsecured, interest free and will be settled in cash.

3. During the year ended 31st March 2025, the Parent Company has not recognised any due from its associates as provision for doubtful receivables in Consolidated Statement of Profit and Loss (Previous year - ₹ 18,052/-).

4. The assessment of receivables is undertaken in each financial year through examining the financial position of related parties, the market and regulatory environment in which related parties operate and is in accordance with the accounting policy of the Group.

Compensation of key managerial personnel of the Parent Company :

(₹ in Crores)

	Year 2024-25	Year 2023-24
Short-term employee benefits	23.74	30.45
Post-employment benefits	-	0.04
Other long-term benefits	-	-
Termination benefits	-	-
Share-based payments	-	-
Total compensation paid to key managerial personnel	**23.74**	**30.49**

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 33 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of Associate Companies :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
PPG Asian Paints Private Limited	Revenue from Sale of Products	8.05	1.74	10.28	2.67
	Revenue from Sale of Services	-	(0.03)	-	-
	Purchase of Goods	5.77	1.32	6.55	2.15
	Processing Income	1.80	0.28	2.84	1.98
	Royalty Income	3.42	0.32	3.56	0.29
	Other Non Operating Income	4.49	0.94	4.62	(0.14)
	Reimbursement of Expenses Received	4.66	2.74	4.71	0.87
	Reimbursement of Expenses Paid	1.06	0.02	0.35	0.01
	Sale of Assets	#	#	0.18	-
	Purchase of Assets	-	-	0.01	-
	Dividend received	115.50	-	108.37	-
Revocoat India Private Limited	Other Non Operating Income	0.11	0.02	0.05	0.01
	Reimbursement of Expenses Received	0.12	0.02	0.06	0.01
Obgenix Software Private Limited *	Purchase of Goods	-	-	0.03	-
	Royalty Income	-	-	0.03	-
	Other Non Operating Income	-	-	0.62	-
	Reimbursement of Expenses Received	-	-	0.26	-

* The transanctions with Obgenix Software Private Limited for FY 23-24 is for the period upto 22nd June 2023 during which it was an Associate.

Details of transactions with and balances outstanding of Key Managerial Personnel / Close Family Member of Key Managerial Personnel :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Amit Syngle	Remuneration ^	11.20	-	18.82	8.82
	Dividend paid	#	-	#	-
	Revenue from Sale of Products	-	-	0.01	-
R J Jeyamurugan	Remuneration ^^	5.32	-	4.31	-
	Dividend paid	#	-	-	-
Amrita Vakil	Remuneration	0.64	0.42	0.56	0.43
	Dividend paid	8.32	-	6.78	-
Late. Ashwin Dani	Retiral benefits	-	-	0.04	-
	Remuneration	-	-	0.23	0.21
	Dividend paid	-	-	4.49	-
Deepak Satwalekar	Remuneration	-	-	0.27	0.25
Jigish Choksi	Remuneration	0.56	0.42	0.56	0.42
	Dividend paid	6.46	-	5.27	-
Malav Dani	Remuneration	0.66	0.44	0.58	0.45
	Dividend paid	11.83	-	8.90	-
Manish Choksi	Remuneration	0.79	0.46	0.63	0.46
	Dividend paid	7.74	-	6.31	-
	Revenue from Sale of Products	#	-	-	-

Note 33 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of Key Managerial Personnel / Close Family Member of Key Managerial Personnel (Contd.) :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Milind Sarwate	Remuneration	0.73	0.48	0.65	0.48
	Dividend paid	#	-	#	-
Nehal Vakil	Remuneration	0.57	0.42	0.54	0.42
	Dividend paid	18.59	-	15.15	-
Pallavi Shroff	Remuneration	-	-	0.58	0.42
R Seshasayee	Remuneration	0.86	0.50	0.66	0.47
	Dividend paid	#	-	#	-
Suresh Narayanan	Remuneration	-	-	0.62	0.46
Vibha Paul Rishi	Remuneration	-	-	0.69	0.45
Ireena Vittal	Remuneration	0.67	0.44	0.43	0.28
Soumitra Bhattacharya	Remuneration	0.88	0.46	0.32	0.18
Gopichand Katragadda	Remuneration	0.61	0.44	-	-
Varun Berry	Remuneration	0.25	0.18	-	-
	Dividend paid	#	-	-	-
Varun Vakil (Close Family Members of KMP)	Remuneration	1.17	-	1.07	-
	Dividend paid	24.13	-	19.66	-
Rupal Anant Bhat (Close Family Members of KMP)	Revenue from sale of products & services	0.20	-	0.05	(0.02)
	Dividend paid	6.23	-	5.08	-
Others *	Dividend paid	244.88	-	195.78	-

^ Remuneration does not include :
Stock options (Year 2024-25 - NIL, Year 2023-24 - ₹ 8.82 crores) which will be subject to vesting conditions in accordance with the 2021 plan.

^^ Remuneration does not include :
Stock options (Year 2024-25 - ₹ 0.61 crores, Year 2023-24 - ₹ 0.59 crores) which will be subject to vesting conditions in accordance with the 2021 plan.

* Dividend paid to Close Family Members of Key Managerial Personnel has been shown under others, which are less than 10% of overall dividend paid to Related parties.

Details of transactions with and balances outstanding of Entities Controlled/ significantly influenced by Key Managerial Personnel/Close Family Members of Key Managerial Personnel :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
AR Interact	Issue of gift vouchers under marketing Schemes	-	#	#	#
Addverb Technologies Ltd.	Services Received	0.01	0.03	0.02	0.03
	Revenue from sale of products & services	0.17	0.07	0.37	0.20
Ankleshwar Industrial Development Society	Corporate Social Responsibility Expenses	0.04	-	0.09	(0.01)
	Services Received	0.15	(0.01)	0.15	-
ELF Trading And Chemical Manufacturing Pvt. Ltd.	Revenue from sale of products & services	-	0.02	1.06	0.03
	Dividend paid	6.83	-	5.57	-

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 33 : Related Party Transactions (Contd.)

Details of transactions with and balances outstanding of Entities Controlled/ significantly influenced by Key Managerial Personnel/Close Family Members of Key Managerial Personnel (Contd.):

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Hitech Corporation Ltd.	Purchase of goods & services	428.86	106.99	451.93	110.54
Hitech Specialities Solutions Ltd.	Purchase of goods	0.02	-	0.05	0.01
Hydra Trading Pvt. Ltd.	Revenue from sale of products & services	0.08	(0.01)	-	-
Navbharat Packaging Industries Pvt. Ltd.	Purchase of goods	4.85	0.27	3.58	0.22
Paladin Paints And Chemicals Pvt. Ltd.	Purchase of goods	2.60	0.06	1.46	0.24
	Services Received	-	-	0.74	0.02
Piramal Swasthya Management and Research Institute	Corporate Social Responsibility Expenses	2.76	-	3.51	-
Resins and Plastics Ltd.	Purchase of goods	61.18	16.65	49.06	13.99
	Revenue from sale of products	0.08	-	0.11	0.01
Ricinash Renewable Materials Pvt. Ltd.	Purchase of goods	13.19	0.09	11.63	-
Shardul Amarchand Mangaldas & Co.*	Services Received	-	-	0.38	0.31
Stack Pack Ltd.	Purchase of goods	13.81	2.23	12.44	1.08
Vikatmev Containers Ltd.	Purchase of goods	16.20	1.44	17.91	1.59
	Dividend paid	0.36	-	0.29	-
Riash Renewable Materials Pvt. Ltd.	Revenue from sale of products & services	1.67	-	0.73	(1.31)
Sattva Holding and Trading Pvt. Ltd.	Dividend paid	177.52	-	144.64	-
Smiti Holding And Trading Company Pvt. Ltd.	Dividend paid	167.73	-	146.10	-
Others **	Dividend paid	954.90	-	768.64	-

* Related party upto 31st March 2024.

** Dividend paid to Entities Controlled/Significantly influenced by Directors/Close Family Members of Directors has been shown under others, which are less than 10% of overall dividend paid to Related parties.

Details of transactions with and balances outstanding for Other Entities where significant influence exist :

(₹ in Crores)

Name of the related party	Nature of transaction	Year 2024-25		Year 2023-24	
		Transaction value	Outstanding amount	Transaction value	Outstanding amount
Asian Paints (I) Limited Employees' Gratuity Fund*	Contributions during the year (includes Employees' share and contribution)	23.00	-	19.10	-
Asian Paints Industrial Coatings Limited Employees' Gratuity Fund*	Contributions during the year (includes Employees' share and contribution)	0.93	-	0.99	-
Asian Paints Office Provident Fund**	Contributions during the year (includes Employees' share and contribution)	79.44	6.86	65.72	5.77
Asian Paints Factory Employees' Provident Fund**	Contributions during the year (includes Employees' share and contribution)	49.26	4.14	42.21	3.68

* The Group pays to the employees on behalf of Trust which is subsequently reimbursed by the Trust.

** In addition to the above, the Parent Company has received ₹ 1.98 crores from Asian Paints Office Provident Fund and ₹ 1.61 crores from Asian Paints Factory Employees' Provident Fund towards reimbursement of interim distribution from IL&FS Financial Services Limited Bonds.

All the amounts reported in Note 33 are inclusive of GST wherever applicable.

Note 34 : Pursuant To Ind AS-116 - Leases, The Following Information Is Disclosed :

I) Assets given on operating leases

a) During previous year, certain subsidiaries had provided tinting systems to its dealers on an operating lease basis. The lease period was four years. The lease rentals were payable monthly by the dealers. A refundable security deposit was collected at the time of signing the agreement.

b) Future minimum lease rentals receivable as per the lease agreements are as follows :

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Not later than 1 year	-	0.02
Later than 1 year and not later than 5 years	-	#
Later than 5 years	-	-
Total	**-**	**0.02**

The information pertaining to future minimum lease rentals receivable is based on the lease agreements entered into between the respective companies and the dealers and variation made thereto. The lease rentals are reviewed periodically taking into account prevailing market conditions.

c) The initial direct cost relating to acquisition of tinting system is capitalised.

d) The information on gross amount of leased assets, depreciation and impairment is given in Note 2A.

II) Assets given on finance lease

a) A subsidiary has given some of its plant and equipment on finance lease which effectively transferred substantially all of the risks and benefits incidental to the ownership.

b) The total gross investment in these leases and the present value of minimum lease payment receivable as on 31st March 2025 and 31st March 2024 is as under :

(₹ in Crores)

	As at 31.03.2025			As at 31.03.2024		
	Gross investments in lease	Unearned finance income	Present value receivables	Gross investments in lease	Unearned finance income	Present value receivables
Not later than 1 year	0.31	0.04	0.27	0.32	0.02	0.30
Later than 1 year and not later than 5 years	-	-	-	-	-	-
Later than 5 years	-	-	-	-	-	-
Total	**0.31**	**0.04**	**0.27**	**0.32**	**0.02**	**0.30**

Note 35 : Segment Reporting

The Group is primarily engaged in the business of 'Paints and Home Decor'. There is no separate reportable segment as per Ind AS 108 - Operating Segments.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 36 : Investment in Associate Companies

a) PPG Asian Paints Private Limited

The Group has 50% interest in PPG Asian Paints Private Limited, which is involved in the manufacture of original equipment manufacturer coatings. PPG Asian Paints Private Limited is a private entity that is not listed on any public exchange. The Group's interest in PPG Asian Paints Private Limited is accounted for using the equity method in the Consolidated Financial Statements. The following table illustrates the summarised financial information of the Group's investment in PPG Asian Paints Private Limited :

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Current Assets	1,232.79	1,137.13
Non-current Assets	481.18	478.36
Current Liabilities	(455.98)	(405.09)
Non-current Liabilities	(41.99)	(44.13)
Equity	**1,216.00**	**1,166.27**
Proportion of the Group's ownership interest	**50%**	**50%**
Carrying amount of the Group's interest*	**608.00**	**583.13**
Dividend received during the year	115.50	108.37

* Includes share of capital reserve and other reserves in Associate company amounting to ₹ 0.02 crores (Previous year - ₹ 0.10 crores) (Refer note 14)

(₹ in Crores)

	Year 2024-25	Year 2023-24
Total Income	2,165.45	2,050.51
Cost of raw material and components consumed	(1,266.68)	(1,204.83)
Depreciation & amortisation	(40.40)	(42.79)
Finance cost	(2.26)	(2.54)
Employee benefit	(182.56)	(166.00)
Other expenses	(298.33)	(278.31)
Profit before tax	**375.22**	**356.04**
Income tax expense	(93.80)	(91.13)
Profit for the year	**281.42**	**264.91**
Other comprehensive income	(0.74)	(2.43)
Total comprehensive income for the year	**280.68**	**262.48**
Group's share of profit for the year	**140.71**	**132.45**
Group's share of Other Comprehensive Income for the year	**(0.37)**	**(1.22)**
Group's Total Comprehensive Income for the year	**140.34**	**131.23**

The Associate had the following contingent liabilities and capital commitments :

a. Contingent Liabilities

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Claims against the Company not acknowledged as debts		
i. Tax matters in dispute under appeal		
- Income Tax	150.83	149.72
- Value Added Tax, Central Sales Tax and GST	13.70	13.09
Total	**164.53**	**162.81**

Note 36 : Investment in Associate Companies (Contd.)

a) PPG Asian Paints Private Limited (Contd.)

The Associate had the following contingent liabilities and capital commitments (Contd.):

b. Capital Commitments

(₹ in Crores)

	As at 31.03.2025	As at 31.03.2024
Estimated amount of contracts remaining to be executed on capital account and not provided for		
i. Towards Property, Plant and Equipment	4.86	6.20

b) Obgenix Software Private Limited

The Group had 49% interest in Obgenix Software Private Limited (White Teak), which is involved in designer and decorative lighting space (Refer note 41(a)). White Teak is a private entity that is not listed on any public exchange. On 23rd June 2023, the Parent Company has further acquired 11% of the equity share capital from the existing shareholders of White Teak. The Parent Company now holds 60% of the equity share capital of White Teak, by virtue of which White Teak has become a subsidiary of the Parent Company and it ceased to be Associate Company for the Group. The Group's interest in White Teak is accounted for using the equity method in the Consolidated Financial Statements till 30th June 2023. The following table illustrates the summarised financial information of the Group's investment in White Teak :

(₹ in Crores)

	Year 2023-24*
Total Income	26.14
Cost of material consumed	(8.94)
Depreciation & amortisation	(2.71)
Finance cost	(0.80)
Employee benefit	(4.89)
Other expenses	(7.26)
Profit before tax	**1.54**
Income tax expense	(0.39)
Profit for the year	**1.15**
Other comprehensive income	0.05
Total comprehensive income for the year	**1.20**
Group's share of profit for the year	**0.55**
Group's share of Other Comprehensive Income for the year	**0.03**
Group's Total Comprehensive Income for the year	**0.58**

*Upto 30th June 2023.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Disclosure of additional information pertaining to the Parent Company, Subsidiaries and Associates as per Schedule III of Companies Act, 2013 :

(₹ in Crores)

Name of the Company	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss		OCI		TCI	
	Year 2024-25		Year 2024-25		Year 2024-25		Year 2024-25	
	As % of Consolidated net assets	Net Assets	As % of Consolidated profit or loss	Profit/ (Loss)	As % of Consolidated OCI	OCI	As % of Consolidated TCI	TCI
Parent Company								
Asian Paints Limited	94.6	18,983.48	96.6	3,584.88	203.8	233.50	99.8	3,818.38
Indian Subsidiaries								
Direct Subsidiaries								
Asian Paints Industrial Coatings Limited	0.3	52.68	0.1	2.40	0.1	0.09	0.1	2.49
Asian Paints PPG Private Limited	1.1	219.90	1.0	37.63	(0.0)	(0.05)	1.0	37.58
Weatherseal Fenestration Private Limited	(0.1)	(13.27)	(0.3)	(11.82)	0.0	0.03	(0.3)	(11.79)
Asian Paints (Polymers) Private Limited	4.0	804.27	0.1	3.19	-	-	0.1	3.19
Obgenix Software Private Limited*	(0.1)	(10.84)	(0.7)	(27.06)	0.1	0.14	(0.7)	(26.92)
Harind Chemicals and Pharmaceuticals Private Limited*	0.0	9.60	0.1	4.15	(0.0)	(0.02)	0.1	4.13
Indirect Subsidiaries								
Nova Surface-Care Centre Private Limited*	0.0	0.25	(0.0)	(0.03)	-	-	(0.0)	(0.03)
Foreign Subsidiaries								
Direct Subsidiaries								
Asian Paints (Nepal) Private Limited	1.2	233.86	0.6	21.67	-	-	0.6	21.67
Asian Paints International Private Limited	2.1	411.59	0.3	11.18	-	-	0.3	11.18
Asian White Cement Holding Limited	0.6	112.68	(0.0)	(0.33)	-	-	(0.0)	(0.33)
Indirect Subsidiaries								
Samoa Paints Limited	0.0	4.04	0.0	0.81	-	-	0.0	0.81
Asian Paints (South Pacific) Pte Limited	0.2	41.87	0.2	7.81	-	-	0.2	7.81
Asian Paints (S.I) Limited	0.0	3.99	0.1	2.36	-	-	0.1	2.36
Asian Paints (Vanuatu) Limited	0.0	3.22	0.0	0.05	-	-	0.0	0.05
Asian Paints (Middle East) SPC	0.9	178.47	1.3	50.04	0.2	0.24	1.3	50.28
Asian Paints (Bangladesh) Limited	0.4	70.41	(0.5)	(19.21)	(0.8)	(0.96)	(0.5)	(20.17)
SCIB Chemicals S.A.E.	0.2	38.34	0.2	7.83	-	-	0.2	7.83
Berger Paints Bahrain W.L.L.	0.2	44.55	0.2	7.51	0.3	0.40	0.2	7.91
Berger Paints Emirates LLC	0.3	65.14	0.5	18.03	(1.6)	(1.80)	0.4	16.23
Nirvana Investments Limited	0.0	1.47	-	-	-	-	-	-
Enterprise Paints Limited	(0.1)	(15.89)	-	-	-	-	-	-
Universal Paints Limited	0.1	23.61	0.3	9.57	-	-	0.3	9.57
Kadisco Paint and Adhesive Industry Share Company	0.1	22.17	0.2	6.02	(0.1)	(0.07)	0.2	5.95

Note 37 : Disclosure of additional information pertaining to the Parent Company, Subsidiaries and Associates as per Schedule III of Companies Act, 2013 : (Contd.)

(₹ in Crores)

Name of the Company	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss		OCI		TCI	
	Year 2024-25		Year 2024-25		Year 2024-25		Year 2024-25	
	As % of Consolidated net assets	Net Assets	As % of Consolidated profit or loss	Profit/ (Loss)	As % of Consolidated OCI	OCI	As % of Consolidated TCI	TCI
PT Asian Paints Indonesia*	-	-	(1.3)	(47.34)	-	-	(1.2)	(47.34)
PT Asian Paints Color Indonesia*	-	-	(0.0)	(0.22)	-	-	(0.0)	(0.22)
Causeway Paints Lanka (Pvt) Ltd	1.0	204.23	0.3	9.26	(0.5)	(0.58)	0.2	8.68
Asian White Inc. FZE	0.5	103.84	(0.1)	(4.86)	-	-	(0.1)	(4.86)
Asian Paints Doha Trading WLL	0.0	1.97	0.0	0.50	-	-	0.0	0.50
Minority Interests in all subsidiaries	3.3	659.24	1.1	42.48	(33.8)	(38.69)	0.1	3.79
Associate								
Indian								
PPG Asian Paints Private Limited (Consolidated)	3.0	608.00	3.8	140.71	(0.3)	(0.37)	3.7	140.34
Consolidation adjustments and Foreign Currency Translation Reserve (FCTR)	(13.8)	(2,803.82)	(4.1)	(147.50)	(67.4)	(77.30)	(6.1)	(224.80)
Total	**100.0**	**20,059.05**	**100.0**	**3,709.71**	**100.0**	**114.56**	**100.0**	**3,824.27**

* Refer note 41

Note : The above figures are before eliminating intragroup transactions and intragroup balances as at 31st March 2025. Total of intragroup adjustments (including Foreign Currency Translation Reserve) is shown as separate line item.

(₹ in Crores)

Name of the Company	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss		OCI		TCI	
	Year 2023-24		Year 2023-24		Year 2023-24		Year 2023-24	
	As % of Consolidated net assets	Net Assets	As % of Consolidated profit or loss	Profit/ (Loss)	As % of Consolidated OCI	OCI	As % of Consolidated TCI	TCI
Parent Company								
Asian Paints Limited	94.2	18,288.66	95.6	5,315.01	85.9	27.45	95.6	5,342.46
Indian Subsidiaries								
Direct Subsidiaries								
Asian Paints Industrial Coatings Limited	0.3	50.18	0.1	3.90	(0.5)	(0.16)	0.1	3.74
Asian Paints PPG Private Limited	1.0	182.32	0.9	50.09	(0.4)	(0.14)	0.9	49.95
Weatherseal Fenestration Private Limited	(0.0)	(1.48)	(0.2)	(9.39)	(0.0)	(0.00)	(0.2)	(9.39)
Asian Paints (Polymers) Private Limited	1.6	301.08	0.1	3.36	-	-	0.1	3.36
Obgenix Software Private Limited*	0.1	16.07	0.0	1.22	(0.7)	(0.23)	0.0	0.99
Harind Chemicals and Pharmaceuticals Private Limited*	0.0	9.16	0.0	0.56	(0.2)	(0.06)	0.0	0.50
Indirect Subsidiaries								
Nova Surface-Care Centre Private Limited*	0.0	0.28	0.0	1.04	-	-	0.0	1.04

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 37 : Disclosure of additional information pertaining to the Parent Company, Subsidiaries and Associates as per Schedule III of Companies Act, 2013 : (Contd.)

(₹ in Crores)

Name of the Company	Net Assets (Total Assets minus Total Liabilities)		Share in Profit or Loss		OCI		TCI	
	Year 2023-24		Year 2023-24		Year 2023-24		Year 2023-24	
	As % of Consolidated net assets	Net Assets	As % of Consolidated profit or loss	Profit/ (Loss)	As % of Consolidated OCI	OCI	As % of Consolidated TCI	TCI
Foreign Subsidiaries								
Direct Subsidiaries								
Asian Paints (Nepal) Private Limited	1.1	218.61	0.4	21.19	-	-	0.4	21.19
Asian Paints International Private Limited	1.8	338.96	(1.1)	(67.19)	-	-	(1.1)	(67.19)
Asian White Cement Holding Limited	0.6	110.31	0.1	(0.42)	-	-	0.1	(0.42)
Indirect Subsidiaries								
Samoa Paints Limited	0.0	4.62	0.0	0.95	-	-	0.0	0.95
Asian Paints (South Pacific) Pte Limited	0.2	40.59	0.1	8.11	-	-	0.1	8.11
Asian Paints (S.I) Limited	0.0	5.14	0.1	3.93	-	-	0.1	3.93
Asian Paints (Vanuatu) Limited	0.0	3.73	0.0	0.83	-	-	0.0	0.83
Asian Paints (Middle East) SPC	0.9	181.34	0.9	51.14	3.8	1.23	0.9	52.37
Asian Paints (Bangladesh) Limited	0.5	98.01	0.2	9.56	2.6	0.84	0.2	10.40
SCIB Chemicals S.A.E.	0.1	23.93	0.1	4.22	-	-	0.1	4.22
Berger Paints Bahrain W.L.L.	0.2	45.76	0.3	17.29	(1.4)	(0.43)	0.3	16.86
Berger Paints Emirates LLC	0.2	45.79	(0.0)	(2.01)	5.5	1.77	(0.0)	(0.24)
Nirvana Investments Limited	0.0	1.42	-	-	-	-	-	-
Enterprise Paints Limited	(0.1)	(15.15)	0.0	1.16	-	-	0.0	1.16
Universal Paints Limited	0.1	22.64	0.3	18.03	-	-	0.3	18.03
Kadisco Paint and Adhesive Industry Share Company	0.3	65.07	0.5	26.38	(0.1)	(0.03)	0.5	26.35
PT Asian Paints Indonesia*	0.8	161.94	(1.0)	(56.67)	0.8	0.25	(1.0)	(56.42)
PT Asian Paints Color Indonesia*	0.0	0.65	(0.0)	(0.21)	-	-	(0.0)	(0.21)
Causeway Paints Lanka (Pvt) Ltd	1.0	192.13	0.4	23.80	0.9	0.28	0.4	24.08
Asian White Inc. FZE	0.5	106.16	(0.0)	(1.56)	-	-	(0.1)	(1.56)
Asian Paints Doha Trading WLL	0.0	1.43	(0.0)	(0.86)	-	-	(0.0)	(0.86)
Minority Interests in all subsidiaries	3.6	695.38	1.7	97.46	(31.9)	(10.18)	1.5	87.28
Associate								
Indian								
PPG Asian Paints Private Limited (Consolidated)	3.0	583.13	2.4	132.45	(3.8)	(1.22)	2.3	131.23
Obgenix Software Private Limited*	-	-	0.0	0.55	0.1	0.03	0.0	0.58
Consolidation adjustments and Foreign Currency Translation Reserve (FCTR)	(12.1)	(2,354.18)	(1.9)	(96.23)	39.3	12.56	(1.7)	(83.67)
Total	**100.0**	**19,423.68**	**100.0**	**5,557.69**	**100.0**	**31.96**	**100.0**	**5,589.65**

* Refer note 41

Note : The above figures are before eliminating intragroup transactions and intragroup balances as at 31st March 2024. Total of intragroup adjustments (including Foreign Currency Translation Reserve) is shown as separate line item.

Note 38 : Details of Subsidiaries and Associates

A. Subsidiaries :

The subsidiary companies considered in the Consolidated Financial Statements are :

i) Direct Subsidiaries

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Asian Paints (Nepal) Private Limited	Nepal	52.71	52.71	14th Mar 2024 -13th Mar 2025
Asian Paints International Private Limited (APIPL)	Singapore	100.00	100.00	1st Apr 2024 -31st Mar 2025
Asian Paints Industrial Coatings Limited	India	100.00	100.00	1st Apr 2024 -31st Mar 2025
Asian Paints PPG Private Limited	India	50.00	50.00	1st Apr 2024 -31st Mar 2025
Weatherseal Fenestration Private Limited	India	51.00	51.00	1st Apr 2024 -31st Mar 2025
Asian Paints (Polymers) Private Limited	India	100.00	100.00	1st Apr 2024 -31st Mar 2025
Obgenix Software Private Limited (Refer No 41(a))	India	60.00	60.00	1st Apr 2024 -31st Mar 2025
Asian White Cement Holding Limited	U.A.E.	70.00	70.00	1st Apr 2024 -31st Mar 2025
Harind Chemicals and Pharmaceuticals Private Limited (Refer No 41(b))	India	51.00	51.00	1st Apr 2024 -31st Mar 2025

ii) Indirect Subsidiaries

a) Subsidiaries of Asian Paints (International) Private Limited

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Enterprise Paints Limited	Isle of Man, U.K.	100.00	100.00	1st Apr 2024 -31st Mar 2025
Universal Paints Limited	Isle of Man, U.K.	100.00	100.00	1st Apr 2024 -31st Mar 2025
Kadisco Paint and Adhesive Industry Share Company	Ethiopia	51.00	51.00	1st Apr 2024 -31st Mar 2025
PT Asian Paints Indonesia (Refer No 41(d))	Indonesia	-	100.00	1st Apr 2024 -20th Mar 2025
PT Asian Paints Color Indonesia (Refer No 41(d))	Indonesia	-	100.00	1st Apr 2024 -20th Mar 2025
Asian Paints (South Pacific) Pte Limited	Republic of Fiji	54.07	54.07	1st Apr 2024 -31st Mar 2025
Asian Paints (S.I) Limited	Solomon Islands	75.00	75.00	1st Apr 2024 -31st Mar 2025
Asian Paints (Bangladesh) Limited	Bangladesh	95.09	95.09	1st Apr 2024 -31st Mar 2025
Asian Paints (Middle East) SPC	Sultanate of Oman	100.00	100.00	1st Apr 2024 -31st Mar 2025
SCIB Chemicals S.A.E.*	Egypt	85.60	61.31	1st Apr 2024 -31st Mar 2025
Samoa Paints Limited	Samoa	80.00	80.00	1st Apr 2024 -31st Mar 2025
Asian Paints(Vanuatu) Limited	Republic of Vanuatu	60.00	60.00	1st Apr 2024 -31st Mar 2025
Causeway Paints Lanka (Pvt) Ltd	Sri Lanka	99.98	99.98	1st Apr 2024 -31st Mar 2025
Asian Paints Doha Trading W.L.L.	Qatar	100.00	100.00	1st Apr 2024 -31st Mar 2025
A P International Doha Trading W.L.L.**	Qatar	-	100.00	1st Apr 2024 -31st Mar 2025

* On 26th May 2024, Asian Paints International Private Limited (APIPL) completed a buyout of 24.30% stake of certain minority shareholders in SCIB Chemicals S.A.E., Egypt, subsidiary of APIPL.

** The company has been voluntarily liquidated on 26th November 2024.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 38 : Details of Subsidiaries and Associates (Contd.)

A. Subsidiaries (Contd.) :

ii) Indirect Subsidiaries (Contd.)

b) Subsidiary of Enterprise Paints Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Nirvana Investments Limited	Isle of Man, U.K.	100.00	100.00	1st Apr 2024 -31st Mar 2025

c) Subsidiary of Nirvana Investments Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Berger Paints Emirates LLC	U.A.E.	100.00	100.00	1st Apr 2024 -31st Mar 2025

d) Subsidiary of Universal Paints Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Berger Paints Bahrain W.L.L.	Bahrain	100.00	100.00	1st Apr 2024 -31st Mar 2025

e) Subsidiary of Asian White Cement Holding Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Asian White Inc. FZE	U.A.E.	100.00	100.00	1st Apr 2024 -31st Mar 2025

f) Subsidiary of Harind Chemicals and Pharmaceuticals Private Limited :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
Nova Surface-Care Centre Private Limited (Refer note 41(b))	India	100.00	100.00	1st Apr 2024 -31st Mar 2025

B. Associates :

Name of the Company	Country of Incorporation	% of Holding as at 31.03.2025	% of Holding as at 31.03.2024	Accounting period
PPG Asian Paints Private Limited	India	50.00	50.00	1st Apr 2024 -31st Mar 2025
Subsidiaries of PPG Asian Paints Private Limited :				
Revocoat India Private Limited	India	100.00	100.00	1st Apr 2024 -31st Mar 2025
PPG Asian Paints Lanka Private Limited*	Sri Lanka	100.00	100.00	1st Apr 2024 -31st Mar 2025

* The Company has ceased its business operations

Note 39 : Exceptional Items

(₹ in Crores)

		Year 2024-2025	Year 2023-2024
1.	Exchange loss on devaluation of Ethiopian Currency &	56.14	-
2.	Impairment loss on Goodwill on consolidation in Causeway Paints ^	21.47	-
3.	Impairment loss on Goodwill on consolidation and Intangibles in Obgenix Software Private Limited ^	201.78	-
4.	Loss on disposal of subsidiaries - PT Asian Paints Indonesia & PT Asian Paints Color Indonesia #	83.71	-
Total		**363.10**	**-**

& During the year, the Ethiopian Government has allowed free float of currency which led to a significant currency devaluation. This has resulted in recognition of an expense of ₹ 56.14 crores towards foreign exchange loss of Kadisco Paint and Adhesive Industry Share Company (Kadisco Paints).

^ Refer note 4A & 4B

Refer note 41(d)

Note 40 :

A competitor of the Parent Company had filed a complaint with the Competition Commission of India (CCI) alleging the Parent Company to be hindering its entry in the decorative paints market by virtue of unfair use of the Parent Company's position of dominance in the market. The CCI had passed a prima facie Order dated 14th January 2020 directing the Director General ("DG") to conduct an investigation against the Parent Company under the provisions of the Competition Act, 2002. The DG submitted a detailed report to the CCI. Based on the findings of the DG's report and after hearing both the parties, the CCI passed a favourable order on 8th September 2022 dismissing the allegations relating to abuse of dominance and anti-competitive agreements made by the competitor. The competitor has now filed an appeal against CCI's order before the National Company Law Appellate Tribunal. The said appeal is pending for part heard.

Note 41 : Mergers, Acquisitions and Divestments

(a) Acquisition of stake in Obgenix Software Private Limited (White teak) :

During the previous year, on 23rd June 2023, the Parent Company had further acquired 11% of the equity share capital of White Teak from the existing shareholders of White Teak for a consideration of ₹ 53.77 crores. Post this the Parent Company held 60% of the equity share capital of White Teak, by virtue of which White Teak had become a subsidiary of the Parent Company. White Teak is engaged in designing, trading or otherwise dealing in all types and description of decorative lighting products and fans, etc. On the date of acquisition, the fair value of earnout stood at ₹ 59.45 crores which was paid to the promoters of White Teak. Fair valuation loss towards earnout paid of ₹ 0.48 crores was recognised in the Consolidated Statement of Profit & Loss during the previous year.

Further, in accordance with the Share Purchase agreement and other definitive documents, the remaining 40% of the equity share capital would be acquired in the FY 2025-26. Accordingly, on the day of acquisition, gross obligation towards further stake acquisition was recognised for the same, initially measured at ₹ 225.92 crores. On 31st March 2025 the fair value of such gross obligation is ₹ 188 crores (Previous Year - ₹ 186.22 crores). Fair valuation gain of ₹ 10.22 crores is recognised in the Consolidated Statement of Profit and Loss for the year ended 31st March 2025 (Previous Year - ₹ 39.70 crores).

(b) Acquisition of stake in Harind Chemicals and Pharmaceuticals Private Limited (Harind) :

During the previous year, on 14th February 2024, the Parent Company had acquired 51% of the equity share capital of Harind for a consideration of ₹ 14.28 crores. Accordingly, Harind and Nova Surface-Care Centre Private Limited, a wholly owned subsidiary of Harind, had become subsidiaries of the Parent Company. Harind is a specialty chemicals company engaged in the business of nanotechnology-based research, manufacturing, and sale of a range of additives and specialised coatings. Nanotechnology has the potential to be the next frontier in the world of coatings, and the acquisition will enable to Group to manufacture commercially viable high–performance coatings and additives with this technology.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 41 : Mergers, Acquisitions and Divestments (Contd.)

(b) Acquisition of stake in Harind Chemicals and Pharmaceuticals Private Limited (Harind) (Contd.) :

Further, In accordance with the Share Purchase agreements and other definitive documents, the Parent Company has agreed to acquire further 39% stake in Harind in a staggered manner. Accordingly, on the date of acquisition, gross obligation towards further stake acquisition was recognised for the same, initially measured at ₹ 48.88 crores. On 31st March 2025 the fair value of such gross obligation is ₹ 44.76 crores (Previous Year - ₹ 48.88 crores). Fair valuation gain of ₹ 7.38 crores is recognised in the Consolidated Statement of Profit and Loss for the year ended 31st March 2025 (Previous Year - Nil).

(c) Amalgamation of Sleek International Private Limited and Maxbhumi Developers Limited :

The Board of Directors at their meeting held on 28th March 2024 had approved the Scheme of Amalgamation ('the Scheme') of Maxbhumi Developers Limited and Sleek International Private Limited, wholly owned subsidiaries of Asian Paints Limited (Parent Company) with the Parent Company in accordance with the provisions of the Companies Act, 2013 and other applicable laws with the appointed date of 1st April 2024. The Hon'ble National Company Law Tribunal, Mumbai ('NCLT') approved the Scheme vide order dated 24th January 2025. The Scheme came into effect from 1st March 2025. There is no impact of the Scheme on the Consolidated Financial Statements.

(d) Divestment of PT Asian Paints Indonesia and PT Asian Paints Color Indonesia :

On 14th February 2025, Asian Paints International Private Limited (APIPL), Singapore, a wholly-owned subsidiary of the Parent Company entered into a Share Purchase Agreement with Berger Paints Singapore Pte Limited, Singapore, subsidiary of Omega Property Investments Pty Ltd., Australia, for sale of 100% stake held in PT Asian Paints Indonesia ('PTAPI') and PT Asian Paints Color Indonesia ('PTAPCI'), wholly owned subsidiaries of APIPL.

The said transaction was concluded on 20th March 2025 and the resultant loss on disposal has been included in Consolidated Financials Statements.

(₹ in Crores)

Computation of loss on disposal of PTAPI and PTAPCI	20th March 2025
Cash consideration received	43.16
Less : Carrying value of net asset sold	(143.17)
Add : Exchange difference arising on translation of foreign operations	16.30
Loss on disposal	**(83.71)**

Note 42 : Additional Regulatory Information required by Schedule III to the Companies Act, 2013

(i) Details of struck off companies with whom the Group has transaction during the year or outstanding balance as on Balance Sheet date :

(₹ in Crores)

Name of the Entity	Name of Struck off Company	Nature of transactions with struck-off Company	As at 31.03.2025	As at 31.03.2024
Asian Paints Limited	K.A.S. Housing Private Limited (1) (2)	Receivables	0.01	0.01
Asian Paints Limited	Citi Square Modular Industries Private Limited (1) (2)	Receivables	0.09	0.09
Asian Paints Limited	D.R. Retails Private Limited (1) (2)	Receivables	0.01	0.01
Asian Paints Limited	Tirupati Suppliers Private Limited (1) (2)	Receivables	0.25	0.25
Asian Paints Limited	B.F. Fashions Private Limited	Receivables	0.12	0.22
Asian Paints Limited	Vanshika Tours And Travels Private Limited	Payables	(0.01)	(0.01)
Asian Paints Limited	Khatushyam Engineers Private Limited (2)	Payables	(0.01)	(0.01)

Note 42 : Additional Regulatory Information required by Schedule III to the Companies Act, 2013

(i) Details of struck off companies with whom the Group has transaction during the year or outstanding balance as on Balance Sheet date (Contd.):

(₹ in Crores)

Name of the Entity	Name of Struck off Company	Nature of transactions with struck-off Company	As at 31.03.2025	As at 31.03.2024
Asian Paints Limited	Cocina 9 International Private Limited	Payables	0.04	0.04
Asian Paints Limited	Swarna Homes Private Limited	Payables	0.04	0.04
Asian Paints Limited	Fairgrowth Investments Limited	Unclaimed Dividend	#	#
Asian Paints Limited	Unicon Fincap Private Limited	Unclaimed Dividend	#	#
Asian Paints Limited	Empyrean Consultant Private Limited	Unclaimed Dividend	0.01	0.01
Asian Paints Limited	Fairtrade Securities Limited	Unclaimed Dividend	#	#
Asian Paints Limited	Mulraj Holdings & Finance Private Limited	Unclaimed Dividend	#	#
Asian Paints Limited	Fairgrowth Financial Services Limited	Unclaimed Dividend	0.01	0.01
Asian Paints Limited	Kinnari Investments Private Limited	Unclaimed Dividend	0.01	0.01
Asian Paints Limited	Alliance Invest And Finance Private Limited	Unclaimed Dividend	-	#
Asian Paints Limited	Chinmaya Estates Private Limited	Unclaimed Dividend	-	#
Asian Paints Limited	Optimist Finvest And Trading Private Limited	Unclaimed Dividend	-	#
Asian Paints Limited	Safna Consultancy Private Limited (3)	Unclaimed Dividend	-	#
Asian Paints PPG Private Limited	Surface Care Technologist Private Limited (2)	Receivables	0.21	0.21
Asian Paints PPG Private Limited	Shree Gurukrupa Minerals Private Limited (2)	Receivables	0.01	0.01
Asian Paints PPG Private Limited	Ssangyong Engineering & Construction Co (2)	Payables	#	#

(1) The Parent Company has made provision for doubtful debts for the balances.

(2) There were no new transactions with these companies during the year.

(3) The Company was struck off in FY 23-24 is now active in FY 24-25

Below struck off companies are equity shareholders of the Parent Company as on the Balance Sheet date

Name of Struck off Company	Nature of transactions with struck-off Company
Shanti Credit And Holdings Private Limited	Shares held by struck off Company
Unicon Fincap Private Limited	Shares held by struck off Company
Siddha Papers Private Limited	Shares held by struck off Company
Fairgrowth Investments Limited	Shares held by struck off Company
Fairgrowth Financial Services Limited	Shares held by struck off Company
Empyrean Consultant Private Limited	Shares held by struck off Company
Aloke Speciality Machines And Components Private Limited	Shares held by struck off Company
Fairtrade Securities Limited	Shares held by struck off Company
Safna Consultancy Private Limited	Shares held by struck off Company

None of the above mentioned struck off companies are related party of the Group.

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

Note 42 : Additional Regulatory Information required by Schedule III to the Companies Act, 2013 (Contd.)

(ii) The Parent and Indian subsidiaries do not have any benami property held in its name. No proceedings have been initiated on or are pending against the Parent and Indian subsidiaries for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.

(iii) The Parent and Indian Subsidiaries have not been declared wilful defaulter by any bank or financial institution or other lender or government or any government authority.

(iv) The Parent and Indian Subsidiaries have complied with the requirement with respect to number of layers as prescribed under section 2(87) of the Companies Act, 2013 read with the Companies (Restriction on number of layers) Rules, 2017.

(v) Utilisation of borrowed funds and share premium

I The Parent and Indian Subsidiaries have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall :

(a) Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent Company (Ultimate Beneficiaries) or

(b) Provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries

II The Parent and Indian Subsidiaries have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Parent and Indian Subsidiaries shall :

(a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or

(b) provide any guarantee, security or the like on behalf of the ultimate beneficiaries

(vi) There is no income surrendered or disclosed as income during the year in tax assessments under the Income Tax Act, 1961 (such as search or survey), that has not been recorded in the books of account.

(vii) The Group has not traded or invested in crypto currency or virtual currency during the year.

(viii) The Parent and Indian Subsidiaries do not have any charges or satisfaction of charges which is yet to be registered with Registrar of Companies beyond the statutory period.

(ix) Indian Subsidiaries have working capital facilities sanctioned by bank on the basis of security of current assets, inventories and trade receivables. Quarterly statements of current assets filed by the Indian subsidiaries with bank are in agreement with the books of accounts. The Group has not used borrowings for purpose other than specified purpose of the borrowing.

Note 43 :

The Consolidated Financial Statements are reviewed and recommended by the Audit Committee on 7th May 2025 and subsequently approved by the Board of Directors at their meeting held on 8th May 2025.

FORM AOC-I : Statement containing salient features of the Financial Statements of Subsidiaries and Joint Ventures

(Pursuant to first proviso to sub section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Part "A" : Subsidiaries

All figures except exchange rates in ₹ crores

Sl No.	Name of the Subsidiary	Reporting Currency	Exchange Rate	Date since when subsidiary was acquired	Reporting period	Share Capital	Reserves & Surplus	Total Liabilities	Total Assets	Investments ^	Turnover	PBT	Tax provision	PAT*	Dividends for the year	% of Share holding
1	Asian Paints (Bangladesh) Limited	BDT	0.70	04-Oct-00	Apr 24 to Mar 25	129.46	(55.42)	316.88	390.92	-	382.02	(20.09)	0.30	(19.78)	-	95.09
2	Asian Paints (Middle East) SPC	OMR	222.09	13-Oct-97	Apr 24 to Mar 25	24.92	153.55	125.76	304.23	-	379.47	59.91	(9.32)	50.59	58.23	100.00
3	Asian Paints (Nepal) Private Limited	NPR	0.63	31-May-83	14 Mar 24 to 13 Mar 25	3.86	439.81	145.39	589.05	-	341.11	51.09	(9.99)	41.10	12.15	52.71
4	Asian Paints (SJ) Limited	SBD	10.08	10-Nov-83	Apr 24 to Mar 25	0.63	4.69	2.02	7.35	-	13.64	3.26	(0.10)	3.16	4.76	75.00
5	Asian Paints (South Pacific) Pte Limited	FJD	36.00	18-Oct-76	Apr 24 to Mar 25	5.17	72.26	25.39	102.82	-	123.94	18.00	(4.07)	13.93	8.55	54.07
6	Asian Paints (Vanuatu) Limited	VUV	0.67	06-Aug-92	Apr 24 to Mar 25	2.08	3.28	0.87	6.23	-	6.83	0.08	-	0.08	0.64	60.00
7	Asian Paints Industrial Coatings Limited	INR	1.00	01-Oct-01	Apr 24 to Mar 25	30.45	22.23	6.50	59.18	33.85	23.44	3.37	(0.97)	2.40	-	100.00
8	Asian Paints International Private Limited	SGD	63.68	01-Nov-02	Apr 24 to Mar 25	1,161.83	(750.23)	418.85	830.45	-	-	(138.19)	(4.23)	(142.41)	-	100.00
9	Berger Paints Bahrain W.L.L.	BHD	226.74	01-Nov-02	Apr 24 to Mar 25	9.48	35.07	37.94	82.49	-	125.90	7.59	-	7.59	9.86	100.00
10	Berger Paints Emirates LLC	AED	23.27	01-Nov-02	Apr 24 to Mar 25	41.42	62.81	293.21	397.44	-	617.39	20.25	(2.02)	18.23	-	100.00
11	Kadisco Paint and Adhesive Industry Share Company	ETB	0.68	09-Feb-15	Apr 24 to Mar 25	31.90	11.57	69.81	113.28	0.54	169.16	12.20	(3.85)	8.35	23.31	51.00
12	Enterprise Paints Limited	GBP	110.42	01-Nov-02	Apr 24 to Mar 25	1.61	(17.50)	15.89	-	-	-	-	-	-	-	100.00
13	Nirvana Investments Limited	GBP	110.42	01-Nov-02	Apr 24 to Mar 25	#	0.86	-	0.86	-	-	-	-	-	-	100.00
14	Samoa Paints Limited	WST	29.51	29-Aug-03	Apr 24 to Mar 25	0.27	4.79	2.08	7.14	-	9.02	1.31	(0.35)	0.96	1.33	80.00
15	SCIB Chemicals S.A.E. [1]	EGP	1.69	17-Dec-02	Apr 24 to Mar 25	3.04	41.75	129.83	174.61	-	314.52	12.15	(3.02)	9.13	1.69	85.604
16	Universal Paints Limited	GBP	110.42	01-Nov-02	Apr 24 to Mar 25	4.74	15.57	-	20.31	-	-	9.80	-	9.80	9.80	100.00
17	PT Asian Paints Indonesia [2]	IDR	0.01	23-Dec-14	01 Apr 24 to 20 Mar 25	-	-	-	-	-	46.68	(46.25)	-	(46.25)	-	100.00
18	PT Asian Paints Color Indonesia [2]	IDR	0.01	07-Apr-15	01 Apr 24 to 20 Mar 25	-	-	-	-	-	-	(0.22)	-	(0.22)	-	100.00
19	Causeway Paints Lanka (Pvt) Limited	LKR	0.29	03-Apr-17	Apr 24 to Mar 25	60.01	144.27	138.90	343.17	-	482.93	12.13	(2.70)	9.42	4.06	99.98
20	Asian Paints (Polymers) Private Limited	INR	1.00	11-Jan-23	Apr 24 to Mar 25	800.00	4.27	18.98	823.25	52.66	-	4.42	(1.23)	3.19	-	100.00
21	Weatherseal Fenestration Private Limited	INR	1.00	14-Jun-22	Apr 24 to Mar 25	0.02	(26.04)	73.63	47.61	-	52.78	(23.18)	-	(23.18)	-	51.00
22	AP International Doha Trading W.L.L [3]	QAR	23.47	29-Jul-21	01 Apr 24 to 26 Nov 24	-	-	-	-	-	-	-	-	-	-	100.00
23	Asian Paints Doha Trading WLL	QAR	23.47	05-Nov-23	Apr 24 to Mar 25	2.35	(0.37)	17.02	18.99	-	37.08	0.61	(0.10)	0.51	-	100.00
24	Harind Chemicals & Pharmaceuticals Private Limited	INR	1.00	14-Feb-24	Apr 24 to Mar 25	0.20	18.61	5.18	23.99	1.04	37.87	10.95	(2.81)	8.14	7.25	51.00
25	Nova Surface-Care Centre Private Limited	INR	1.00	14-Feb-24	Apr 24 to Mar 25	6.18	(5.69)	0.17	0.66	-	0.08	(0.07)	-	(0.07)	-	51.00
26	Asian White Cement Holding Limited	AED	23.27	02-May-23	Apr 24 to Mar 25	138.92	22.05	2.01	162.98	-	-	(0.47)	-	(0.47)	-	70.00
27	Asian White Inc. FZE	AED	23.27	26-Jun-23	Apr 24 to Mar 25	134.50	13.85	288.33	436.68	-	-	(7.01)	-	(7.01)	-	70.00
28	Obgenix Software Private Limited	INR	1.00	23-Jun-23	Apr 24 to Mar 25	0.40	(18.47)	155.13	137.06	-	106.84	(41.99)	(3.10)	(45.09)	-	60.00

1. Names of subsidiaries which are yet to commence operations : NIL
2. Names of subsidiaries which have been liquidated or sold during the year : 1. PT Asian Paints Indonesia
   2. PT Asian Paints Color Indonesia
   3. AP International Doha Trading WLL

Notes to the Consolidated Financial Statements (Contd.)

for the year ended 31st March 2025

NOTES :

1. On 26th May 2024, Asian Paints International Private Limited ('APIPL') completed a buyout of 24.30% stake of certain minority shareholders in SCIB Chemicals S.A.E., Egypt, subsidiary of APIPL.
2. On 14th February 2025, APIPL has entered into a Share Purchase Agreement with Berger Paints Singapore Pte Limited, Singapore for divestment of its entire stake in PT Asian Paints Indonesia ('PTAPI') & PT Asian Paints Color Indonesia ('PTAPCI'). The said transaction has concluded on 20th March 2025.
3. On 26th November 2024 APIPL has voluntarily liquidated its wholly owned subsidiary named Asian Paints Doha Trading WLL.
4. Maxbhumi Developers Limited and Sleek International Private Limited has merge with the Parent Company with effect from 01st March 2025 with appointed date as 01st April 2024.
5. Figures reported above are for full reporting period

^ Investments other than in subsidiary companies

Amounts less than ₹ 50,000/-

* PAT does not include Other Comprehensive Income.

Note : Indian rupees equivalent of the foreign currency translated at the exchange rate as at 31st March 2025.

Part "B" : Joint Ventures

Sl No.	Name of Joint Ventures	Asian Paints PPG Private Limited	PPG Asian Paints Private Limited (Consolidated)
1	Latest audited Balance Sheet Date	31st March 2025	31st March 2025
2	Shares of Joint Ventures held by the company as at year end (number of shares)	52,43,961	2,85,18,112
	Amount of Investment in Joint Venture	₹ 30.47 Crores	₹ 81.43 Crores
	Extent of Holding %	50%	50%
3	Description of how there is significant influence	Not Applicable	Not Applicable
4	Reason why the joint venture is not consolidated	Consolidated	Consolidated
5	Networth attributable to Shareholding as per latest audited Balance Sheet	₹ 219.90 Crores	₹ 608.00 Crores
6	Profit for the year		
	i. Considered in Consolidation	₹ 75.27 Crores	₹ 140.71 Crores
	ii. Not Considered in Consolidation	NIL	₹ 140.71 Crores

1. Names of joint ventures which are yet to commence operations - NIL
2. Names of joint ventures which have been liquidated or sold during the year - NIL

For and on behalf of the Board of Directors of **Asian Paints Limited**
CIN : L24220MH1945PLC004598

R Seshasayee
Chairman
DIN : 00047985

Amit Syngle
Managing Director & CEO
DIN : 07232566

Milind Sarwate
Chairman of Audit Committee
DIN : 00109854

R.J. Jeyamurugan
CFO & Company Secretary

Place : Mumbai
Dated : 8th May 2025

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413-2	Operations with significant actual and potential negative impacts on local communities	BRSR	P8	335-337
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	Governance, BRSR	Sustainable supply chain management, P2	171, 310-311
414-2	Negative social impacts in the supply chain and actions taken	BRSR	P3	321
GRI 415: Public Policy 2016				
415-1	Political contributions	BRSR, Standalone Financial Statement	P7, Other expenses	335, 396
GRI 416: Customer Health and Safety 2016				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	BRSR	P9	338
GRI 417: Marketing and Labeling 2016				
417-1	Requirements for product and service information and labeling	BRSR	P9	339
417-2	Incidents of non-compliance concerning product and service information and labeling	BRSR	P9	339
417-3	Incidents of non-compliance concerning marketing communications	BRSR	P9	339
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR	P9	338

P - Principles of BRSR

TCFD Index

Recommended disclosures	Reference sections in report	Synopsis
Governance		
a) Describe the board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks and opportunities.	Governance ->\ ESG governance (pg. 154)	Risk Management Committee and Stakeholders Relationship Committee of the Board are entrusted with the responsibility to support the Board in ESG oversight. The Company's One Link team, led by the Managing Director and CEO, is tasked with implementing the ESG objectives of the Company, including climate change mitigation and adaptation.
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term. b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Sustainable operations -> Climate change -> Climate change adaptation (pg 93) Sustainable operations -> Climate change -> Climate change mitigation (pg 88)	In FY 2022-23, we have undertaken a climate risk assessment, in line with TCFD recommendations, and our Climate change mitigation and adaptation strategy is guided by TCFD recommendations.
Risk Management		
a) Describe the organization's processes for identifying and assessing climate-related risks. b) Describe the organization's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	a) Sustainable operations -> Climate change -> Climate change adaptation (pg 93) b) Sustainable operations -> Climate change -> Climate change mitigation (pg 88) c) Governance -> Managing risks (pg 160)	We have a robust and resilient risk management framework as per ISO 31000, which is guided by Risk Management Committee of the Board. Outcomes of climate risk assessment have been integrated with our risk management processes.

TCFD Index (Contd.)

Recommended disclosures	Reference sections in report	Synopsis
Metric & Targets		
a) Disclose the metric used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	ESG performance snapshot -> Environment: Sustainable operations (pg 08) Sustainable operations -> Climate change mitigation (pg 88) / Product Stewardshjp (pg 94) / Water Neutrality (pg 97) / Nature Positive (pg 100)	We have set ESG targets extending through 2030. As part of this effort, we are committed to reducing Scope 1 and Scope 2 emission intensity by 80% by 2030. We have also outlined key enablers to address Scope 3 emissions throughout our value chain.

Assurance Report

Independent Practitioner's Assurance Report on Identified Sustainability Information in Asian Paints Limited's Integrated Annual Report

To the Board of Directors

of ASIAN PAINTS LIMITED

1. We have undertaken to perform assurance engagement, for ASIAN PAINTS LIMITED (the "Company") vide our engagement letter dated February 17, 2025, in respect of the agreed Sustainability Information listed below (the "Identified Sustainability Information") in accordance with the criteria stated in paragraph 3 below. This Sustainability Information is included within the Integrated Annual Report (the "IAR"), the Business Responsibility & Sustainability Report (the "BRSR") included within IAR, (together "the Reports") of the Company for the year ended March 31, 2025. This engagement was conducted by our multidisciplinary team including assurance practitioners, environment engineers and specialists.

2. Identified Sustainability Information

Our scope of reasonable and limited assurance consists of the Sustainability Information listed in Appendix I and Appendix II respectively to our report. The reporting boundary of the Reports is as below:

- In case of BRSR, it is disclosed in Question 13 of Section A: General Disclosure of the BRSR with exceptions disclosed by way of note under respective questions of the BRSR, where applicable.
- In case of Identified Sustainability Information other than BRSR, it is disclosed in "About the report" section of the IAR with exception disclosed by way of note under respective disclosure, where applicable.

  Our assurance engagement was with respect to the year ended March 31, 2025, information only and we have not performed any procedures with respect to earlier periods or any other elements included in the Reports and, therefore, do not express any opinion/conclusion thereon.

3. Criteria

The Criteria used by the Company to prepare the Identified Sustainability Information is as under:

- Regulation 34(2)(f) of the Securities and Exchange Board of India (the "SEBI") (Listing Obligations and Disclosure Requirements), Regulations, 2015 as amended;
- Business Responsibility and Sustainability Reporting Requirements for listed entities per Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155 dated November 11, 2024 (the "SEBI Master Circular");
- SEBI Press Release PR No.36/2024 dated December 18, 2024;
- Industry Standards on Reporting of BRSR Core as per SEBI Circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024;
- SEBI Circular SEBI/HO/CFD/CFD - PoD-1/P/CIR/2025/42 dated March 28, 2025; and
- With reference to GRI Sustainability Reporting Standards, issued by the Global Reporting Initiative (GRI) referred to as (the "GRI Standards").

4. Management's Responsibility

The Company's management is responsible for selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable laws and regulations, if any, related to reporting on the Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes design, implementation and maintenance of internal controls relevant to the preparation of the Reports and the measurement of Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error.

Assurance Report (Contd.)

5. Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between companies.

6. Our Independence and Quality Control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India (the "ICAI") and the SEBI Master Circular and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.

We apply Standard on Quality Control ("SQC") 1, "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements", and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

7. Our Responsibility

Our responsibility is to express a reasonable assurance opinion and limited assurance conclusion on the Identified Sustainability Information listed in Appendix I and Appendix II respectively based on the procedures we have performed and evidence we have obtained.

We conducted our engagement in accordance with the Standard on Sustainability Assurance Engagements (SSAE) 3000, "Assurance Engagements on Sustainability Information", and Standard on Assurance Engagements (SAE) 3410 Assurance Engagements on Greenhouse Gas Statements (together the "Standards"), both issued by the Sustainability Reporting Standards Board (the "SRSB") of the ICAI.

These standards require that we plan and perform our engagement to obtain reasonable assurance about whether the Identified Sustainability Information listed in Appendix I and included in the Reports are prepared, in all material respects, in accordance with the Criteria; and obtain limited assurance about whether the Identified Sustainability Information listed in Appendix II and included in the Reports is free from material misstatement.

As part of both reasonable and limited assurance engagement in accordance with the Standards, we exercise professional judgment and maintain professional skepticism throughout the engagement.

8. Reasonable Assurance

A reasonable assurance engagement involves identifying and assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods and reporting policies, analytical procedures and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Obtained an understanding of the Identified Sustainability Information and related disclosures;
- Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information;
- Made inquiries of Company's management, including the Environment, Health and Safety (EHS) team, the compliance team, the human resource team, the finance team amongst others and those with the responsibility for preparation of the Reports;
- Obtained an understanding and performed an evaluation of the design of the key systems, processes and controls for recording, processing and reporting on the Identified Sustainability Information at the corporate office and at other plants/offices on a sample basis. This included evaluating the design of those controls relevant to the engagement and determining whether they have been implemented by performing procedures in addition to inquiry of the personnel responsible for the Identified Sustainability Information;
- Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing and extent of further procedures;
- Tested the key assumptions, emission factors and methodologies used for calculation of GHG emissions;
- Tested the Company's process for collating the sustainability information through agreeing or reconciling the Identified Sustainability Information with the underlying records on a sample basis; and
- Tested the consolidation for various plants and offices on sample basis under the reporting boundary for ensuring the completeness and accuracy of data being reported.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our reasonable assurance opinion.

9. Limited Assurance

A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information as listed in Appendix II, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal controls, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents and evaluating the appropriateness of reporting policies and agreeing with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Obtained an understanding of the Identified Sustainability Information and related disclosures;
- Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information;
- Made inquiries of Company's management, including the Environment, Health & Safety (EHS) team, the compliance team, the human resource team, the finance team amongst others and those with the responsibility for preparation of the Reports;
- Obtained an understanding and performed an evaluation of the design of the key systems, processes and controls for recording, processing and reporting on the Identified Sustainability Information at the corporate office and at other plants/offices on a sample basis. This included evaluating the design of those controls relevant to the engagement and determining whether they have been implemented by performing procedures in addition to inquiry of the personnel responsible for the Identified Sustainability Information;
- Reviewed the key assumptions, emission factors and methodologies used for calculation of GHG emissions;
- Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing, and extent of further procedures; and
- Reviewed the Company's process for collating the sustainability information through agreeing or reconciling the Identified Sustainability Information with the underlying records on a sample basis.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Assurance Report (Contd.)

10. Exclusions

Our assurance scope excludes the following and therefore we do not express opinion/conclusion on:

- Aspects of the Reports and the data/information (qualitative or quantitative) other than the Identified Sustainability Information; and
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

11. Other information

The Company's management is responsible for the other information. The other information comprises the information included within the BRSR and IAR, other than Identified Sustainability Information and our independent assurance report dated May 30, 2025, thereon.

Our opinion on the Identified Sustainability Information does not cover the other information and we do not express any form of assurance thereon.

In connection with our assurance engagement of the Identified Sustainability Information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Identified Sustainability Information or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

12. Reasonable Assurance Opinion and Limited Assurance Conclusion

Reasonable Assurance Opinion

Based on the procedures we have performed and the evidence we have obtained, the Identified Sustainability Information for the year ended March 31, 2025, listed in Appendix I are prepared in all material respects, in accordance with the Criteria as stated in paragraph 3 above.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information listed in Appendix II for year ended March 31, 2025, are not prepared, in all material respects, in accordance with the Criteria as stated in paragraph 3 above.

13. Other matter

Select indicators within the Reports of the Company for the year ended March 31, 2024, were assured by the previous assurance practitioner who had expressed an unmodified opinion/conclusion on May 29, 2024.

Our opinion/conclusion is not modified in respect of this matter.

14. Restriction on use

Our Assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the Company solely, to assist the Company in reporting on Company's sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our Assurance report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **Deloitte Haskins & Sells LLP**
Chartered Accountants
(Firm's Registration No. 117366W / W-100018)
Pratiq Shah
Partner
Membership No. 111850
UDIN: 25111850BNUHLS3689

Place: Mumbai
Date: May 30, 2025

Appendix I

Identified Sustainability Information subject to Reasonable Assurance

Part A: BRSR Core Indicators

Sr. No	Reporting Standard Reference	Description of Indicator
Section C - Principle (P) wise Performance Disclosure- Essential Indicator [E] / Leadership Indicator [L]		
1	P-1 [E], Question 8	Number of days of accounts payables: ((Accounts payable *365) / Cost of goods/services procured)
2	P-1 [E], Question 9	Open-ness of business: Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties.
3	P-3 [E], Question 1(c)	Spending on measures towards well-being of employees and workers (including permanent and other than permanent)
4	P-3 [E], Question 11	Details of safety related incidents: - Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) (employees and workers) - Total recordable work-related injuries (employees and workers) - No. of fatalities (employees and workers) - High consequence work-related injury or ill-health (excluding fatalities) (employees and workers)
5	P-5 [E], Question 3(b)	Gross wages paid to females as % of total wages paid by the entity
6	P-5 [E], Question 7	Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: - Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH) - Complaints on POSH as a % of female employees/workers - Complaints on POSH upheld
7	P-6 [E], Question 1	Details of total energy consumption (in Joules or multiples) and energy intensity: - Total energy consumed from renewable sources - Total energy consumption from non-renewable sources
8		Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)
9		Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)
		Energy intensity in terms of physical output
10	P-6 [E], Question 3	Disclosures related to water withdrawal and consumption: Water withdrawal by source (in kilolitres) i. Surface water, ii. Groundwater, iii. Third-Party Water, iv. Seawater/desalinated water, v. Others - Total volume of water withdrawal (in kilolitres) - Total volume water consumption (in kilolitres)
11		Water intensity per rupee of turnover (Total water consumption / Revenue from operations)
		Water intensity per rupee of turnover adjusted for PPP (Total water consumption / Revenue from operations adjusted for PPP)
		Water intensity in terms of physical output

Assurance Report (Contd.)

Sr. No	Reporting Standard Reference	Description of Indicator
12	P-6 [E], Question 4	Water Discharge by destination and level of treatment (in kilolitres)
13	P-6 [E], Question 7	Greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity: - Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available
14		- Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)
15		Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)
		Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for PPP (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP)
		Total Scope 1 and Scope 2 emission intensity in terms of physical output
16	P-6 [E], Question 9	Details related to waste management by the entity: - Total waste generated: Plastic waste, E-waste, Construction demolition waste, Biomedical waste, Battery waste, radioactive waste, Other Hazardous waste and Non-hazardous waste.
17		Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)
		Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)
		Waste intensity in terms of physical output
18		Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)
19		Each category of waste generated; total waste disposed by nature of disposal method (in metric tonnes)
20	P-8 [E], Question 4	Percentage of input material (inputs to total inputs by value) sourced from suppliers: - Directly sourced from MSMEs/ small producers - Directly from within India
21	P-8 [E], Question 5	Job creation in smaller towns: Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) as % of total wage cost
22	P-9 [E], Question 7	Information relating to data breaches: - Number of instances of data breaches - Percentage of data breaches involving personally identifiable information of customers - Impact, if any, of the data breaches

Part B : BRSR Indicators (other than BRSR Core)

S. No.	Reporting Standard Reference	Description of Indicator
1.	Section A, Question 20 (a)	Total employees and workers (permanent and other than permanent)
2.	Section A, Question 21	Participation/Inclusion/Representation of women
3.	Section A, Question 22	Turnover rate for permanent employees and Workers
Section C - Principle (P) wise Performance Disclosure- Essential Indicator [E] / Leadership Indicator [L]		
4.	P-1 [E], Question 6	Number of complaints with regard to conflict of interest (Directors and Key Managerial Personnel)
5.	P-2 [L], Question 3	Percentage of recycled or reused input material to total material (by value) used in production
6.	P-3 [E], Question 2	Details of retirement benefits of employees and workers
7.	P-3 [E], Question 5	Return to work and Retention rates of permanent employees and workers that took parental leave
8.	P-5 [E], Question 2	Details of minimum wages paid to employees and workers
9.	P-5 [E], Question 3a	Details of median remuneration/salary/wages
10	P-6 [E], Question 6	Air emissions (Other than GHG emissions) by the entity: Sox, Nox, Particulate Matter, VOC

Part C : GRI Indicators

S. No.	GRI Indicators	Description of Indicator
1	301-2	Recycled input materials used
2	302-1	Energy consumption within the organization
3	302-3	Energy intensity
4	303-3	Water withdrawal
5	303-4	Water discharge
6	303-5	Water consumption
7	305-1	Direct (Scope 1) GHG emissions
8	305-2	Energy indirect (Scope 2) GHG emissions
9	305-4	GHG emissions intensity
10	305-5	Reduction of GHG emissions
11	305-7	Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions
12	306-3	Waste generated
13	306-4	Waste diverted from disposal
14	306-5	Waste directed to disposal
15	401-1	New employee hires and employee turnover
16	401-3	Parental leave
17	405-1	Diversity of governance bodies and employees
18	403-9	Work-related injuries

Appendix II

Identified Sustainability Information subject to Limited Assurance

Part A : BRSR Core Indicators

Sr. No	Reporting Standard Reference	Description of Indicator
Section C - Principle (P)- Essential Indicator [E]		
1	Section A, Question 20(b)	Total differently abled employees and workers (permanent and other than permanent)
2	Section A, Question 25	Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct
Section C - Principle (P) wise Performance Disclosure- Essential Indicator [E] / Leadership Indicator [L]		
3	P-1 [E], Question 1	Percentage coverage by training and awareness programmes on any of the principles during the financial year
4	P-3 [E], Question 7	Membership of employees and workers in association(s) or unions recognized by the listed entity
5	P-3 [E], Question 8	Details of training given to employees and workers on Health and Safety measures and Skill Upgradation **(Refer Note 1)**
6	P-5 [E], Question 1	Number and percentage of employees and workers who have been provided training on human rights issues and policies of the entity **(Refer Note 2)**
7	P-5 [E], Question 6	Number of complaints on "Sexual Harassment, Discrimination at workplace, Child Labour, Forced Labour/Involuntary Labour, Wages and Other human rights related issues" made by employees and workers
8	P-6 [L], Question 2	Scope 3 Emissions (specific categories)
9	P-9 [E], Question 3	Number of consumer complaints in respect of Data Privacy, Advertising, Cyber-Security, Delivery of essential services, Restrictive Trade Practices, Unfair Trade Practices, others

Part B : GRI Indicators

Sr. No	Reporting Standard Reference	Description of Indicator
1	205-3	Confirmed incidents of corruption and actions taken
2	302-4	Reduction of energy consumption
3	305-3	Other indirect (Scope 3) GHG emissions
4	406-1	Incidents of discrimination and corrective actions taken
5	413-1	Operations with local community engagement, impact assessments, and development programs
6	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

NOTES:

1. **P-3 [E], Question 8:** Health and safety trainings given to permanent employees and workers and for skill upgradation training given to permanent employees is assured.
2. **P-5 [E], Question 1:** Human rights trainings given to permanent employees is assured.

NOTES

NOTES

Credits:
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Project Name: St+art Chennai 2020

asianpaints

Asian Paints Limited
6A & 6B, Shantinagar, Santacruz (East),
Mumbai - 400 055, India
CIN:L24220MH1945PLC004598
investor.relations@asianpaints.com
www.asianpaints.com

Asian Paints stands tall as India's foremost paint and décor powerhouse with a Group turnover of ₹ 338 billion. With operations spanning 14 countries and 26 state-of-the-art manufacturing facilities, Asian Paints reaches homes and hearts in over 60 nations.

The Group's global footprint is strengthened through a diverse family of brands, including Asian Paints Berger, Apco Coatings, SCIB Paints, Taubmans, Asian Paints Causeway and Kadisco Asian Paints.

Furthermore, Asian Paints has reimagined living spaces by offering an extensive range of home décor solutions, establishing itself as the leading name in India's integrated décor landscape.

@asianpaints /asianpaintsindia

Concept, consultancy and design at stirrup | whatsup@stirrup.works