



Managing Director's Message

A Force for Growth, A Catalyst for Change



Himanshu Kapania
Managing Director

Dear Stakeholders,

FY 2024-25 was not just another financial year. For Grasim, it marked the beginning of a defining new chapter, an inflection point, where decades of experience came into play to fuel ambitions for the future. I couldn't have asked for a more meaningful moment to be entrusted with the responsibility of leading Grasim as its Managing Director, w.e.f. 1st April 2025.

At the heart of Grasim's journey lies a simple yet powerful idea, we have always participated in India's growth story.

Today, Grasim is not merely a reflection of India's growth story. We are helping script it.

"Grasim's diverse businesses play a pivotal role at the heart of this monumental nation-building endeavour. Our cement fortifies the expanding highways, our fashion brands Liva and Raysil give expression to new India, our financial services give wings to the aspirations of consumers, our renewable energy supplement the electricity needs of the nation and our chemical division powers industries from aluminium to textiles, fuelling the economy."

India is at a juncture where its rise is inevitable. A youthful nation, full of enterprise and aspiration, is now the world's fourth-largest economy and well on its way to becoming the third-largest economy. Over the past 15 years, India's GDP has grown nearly 5.6 times, moving from about ₹59 trillion in FY 2009-10 to over ₹331 trillion today. Grasim's growth has outpaced that of the nation during the same period, with revenues and market capitalisation growing by nearly seven times, recording its highest-ever market capitalisation of nearly ₹1.85 trillion (in FY 2024-25). The Indian population's median age of 28 years is significantly lower than China's 39 years and the US's 38 years, positioning the country as a major driver of global consumption. By 2030, India's working-age population is expected to reach over a billion, making up significant proportion to the global workforce. Further, India's share in global consumption purchasing power parity (in PPP) is poised for significant improvement by 2050.

The country is on track to be the future consumer superpower, and Grasim will contribute meaningfully to India's consumer growth story. With the Company's entry into new businesses, Decorative Paints and B2B E-commerce, the consumer connect and digital commerce expands. However, our story is not about numbers, it is a story about choices, about how we have grown with discipline, responsibility, and clarity of purpose.

Bigger Ambitions, Bolder Strides

The launch of our Paints business embodies the spirit of an aspirational India. This India, teeming with dynamism, audacity, and a penchant for disruption, finds a reflection in our Paints venture. In fact, our Paints venture mirrors India's zest for innovation and its refusal to settle for status quo.

Why Paints, you might wonder. The answer lies in the bedrock of booming infrastructure expansion and the growing construction sector. India's construction sector, poised to reach a US\$900 billion industry and contribute 9% of GDP in the next decade, offers an unmatched runway for growth. However, India's per capita paint consumption stands at just 3.5 kg, nearly a third of the global average, and far behind that of the developed markets. For a country of our scale and ambition, this was a call to action. Aditya Birla Group's deep insight into the building material ecosystem, honed over the years offers a vantage point for our journey into the paints industry. It is a strategic extension connecting the dots from

the foundation to the facade of homes across the nation. For Grasim, the Decorative Paints business represents a galactic opportunity. With rising per capita income, young population, booming real estate sector and shorter repainting cycles, the potential for growth in paint consumption is immense. With long-term investment and a vision to redefine the industry into a consumer-centric, technology-driven and transparent practice, Grasim will act as a catalyst for change in this 100 years-old paints sector.

"Grasim is already changing the game. As per internal estimates, Birla Opus has emerged as India's third-largest decorative paints brand by revenue in less than 6 months of pan-India operations. This is a feat unprecedented globally in the paints industry."

We have already commissioned five out of six greenfield plants, adding 1,096 MLPA capacity in FY 2024-25, representing ~21% of the organised sector's capacity. When the sixth plant at Kharagpur goes live in H1 FY 2025-26, our total capacity will rise to 1,332 MLPA, ~24% share of the industry capacity. We now offer 176 products across 1,250+ SKUs across all six decorative paint categories, competing at all price points. With a reach spanning over 6,600 towns, supported by 137 depots and a pioneering retail footprint via Birla Opus Studios and Paint Galleries, we are redefining customer experience.

Birla Pivot, the B2B E-commerce platform is bringing technology and trust into India's vast and often informal construction materials market. What began as a bold idea has swiftly become a fast-scaling business, emerging as a decision-making and logistics backbone for builders and developers, dealers and contractors digitally across India. We are helping them move faster, source better and build smarter. With an annualised Revenue Run-rate of over ₹5,000 crore as of Q4FY25 (4.8x growth over FY 2023-24), a catalogue of 40,000 SKUs, and presence in 375 cities across 26 states, Birla Pivot is solving pain points with real impact, and in doing so, we are enabling competitiveness for India's entrepreneurs and strengthening the foundation of India's manufacturing and construction economy.



Managing Director’s Message

Stronger Core, Sustainable Future

At Grasim, we are driving transformation inside out. Our established core businesses, Cellulosic Fibres, Chemicals, Cement, Financial Services and others continue to deliver strong performance, offering quality products and services to meet customer requirements and healthy cash flows providing both stability and strategic leverage.

Cellulosic Fibres has achieved the highest ever revenue of ₹15,897 crore, growth of 6% YoY, primarily led by volume growth and increased contribution from Specialty Fibres. However, the profitability of this business was down by 12% YoY due to higher prices of key inputs, which was largely absorbed by the Company. The work on first phase of Lyocell Fibre project of 55 KTPA, out of the total plant capacity of 110 KTPA at Harihar, Karnataka, has commenced. This project is expected to be commissioned by mid-2027.

In the Chemicals business, available capacity increased by 400 TPD at the Vilayat plant with the country’s leading capacity of caustic soda now at 1,505 KTPA. For FY 2024-25 the caustic soda sales volumes were lower by 3% YoY due to plant shutdowns at Karwar and Balabhadrapuram for a few days. Net realisation (ECU) in FY 2024-25 was better than FY 2023-24 as global pricing improved. The ECU could have been better but for higher negative chlorine realisations due to continued oversupply of chlorine and lower demand from end-user industries. Also, the Chlorine Derivatives business performance improved significantly with focused business development activities across the product portfolio. Specialty chemicals, epoxy polymers and curing agents, capacity expanded in FY 2024-25 to the highest in the country. We enter FY 2025-26 with full available capacity of caustic soda. The ECH and CPVC plants at Vilayat are expected to be commissioned in FY 2025-26.

Our Cement business under UltraTech Cement has been adding capacity at an unprecedented pace, with total capacity (Domestic + Overseas) expected to reach 215 MTPA by 2027. In FY 2024-25, we took a major stride forward in UltraTech’s journey with the successful completion of the acquisitions of India Cements, key assets of Kesoram Cement. These landmark transactions are not merely about scale, they are about strengthening capabilities, deepening market presence, and delivering future-ready solutions across India’s growing infrastructure landscape. With these acquisitions, UltraTech significantly enhances its manufacturing footprint, particularly in the southern and eastern regions, and gains access to strategically located, high-quality assets with established brand equity. This expansion not only improves our market share but also unlocks synergies in logistics, operational efficiency, and customer reach. As we integrate these businesses,

our commitment remains strong - to build a stronger, smarter, and more sustainable cement business that continues to set benchmarks in the industry.

The Financial Services business under Aditya Birla Capital has achieved highest-ever AUM of ₹5,00,000+ crore and total lending portfolio (NBFC+HFC) of ₹1,50,000+ crore. In FY 2024-25, Aditya Birla Capital successfully completed the strategic merger of its wholly owned subsidiary, Aditya Birla Finance, creating a unified, larger NBFC with enhanced operational efficiency and a simplified compliance framework. The business has emerged as one of India’s fastest-growing NBFCs, delivering quality and profitable growth by strategically leveraging data, digital innovation, and cutting-edge technology.

The Renewables business under Aditya Birla Renewables is contributing to India’s transition towards a more sustainable future. With a growing portfolio of renewable assets across India, the business is enabling a cleaner energy transition while supporting the decarbonisation goals of Aditya Birla Group companies and external customers alike. In FY 2024-25, Aditya Birla Renewables delivered strong financial performance with revenue growth of 35% YoY to ₹509 crore. The growth was driven by capacity expansion of ~0.6 GW during the year, with total cumulative capacity now at 1.5 GWp.

Robust Financial Performance, Consistent Shareholder Returns

For FY 2024-25, we recorded our highest ever consolidated revenue of ₹1,48,478 crore, up from ₹1,30,978 crore in FY 2023-24. At standalone level, Grasim revenue stood the highest-ever at ₹31,563 crore, an impressive 22% growth over FY 2023-24, reflecting the strategic success of our new businesses and sustained strength of our core businesses. This robust financial performance validates the core pillars of our strategy: market leadership, innovation, cost leadership, sustainability, and capital allocation. Total consolidated capital expenditure for FY 2024-25 stood at approximately ₹17,000 crore, of which growth capex is nearly ₹13,000 crore.

The Board has approved a final dividend of ₹10 per share, reinforcing our legacy of consistent shareholder value creation. This marks the 62nd consecutive year of uninterrupted dividend payments, a testament to our financial strength, resilience, and commitment to reward the shareholders through business cycles. Additionally, during FY 2024-25, our stock recorded its YoY returns of 14%, significantly outperforming the benchmark (Nifty) index by 3.8 times, reflecting both the underlying strength of our businesses and market confidence in our strategy.

Responsible Growth, Inclusive Future

And through it all, our culture remains our strongest differentiator. We are an enterprise that believes in long-term thinking. In FY 2024-25, we redoubled our efforts to build an organisation that is agile, inclusive and high in governance. Our commitment to technological advancement and responsible growth has been further validated by a landmark investment from the International Finance Corporation (IFC), the private sector arm of the World Bank Group. This investment has supported our expansion in paint manufacturing, while accelerating our decarbonisation journey through increased adoption of renewable energy and water recycling technologies.

Aligned with our decarbonisation roadmap, we remain committed to increasing the share of renewable power capacity in our total energy mix and increase the share of recycled water compared to freshwater consumption. We remain committed to upholding the highest standards in global sustainability practices and ensuring that our growth contributes positively to society and the environment. We have also committed to become a Net Zero carbon company by 2050.

Our sustainability efforts are recognised globally and in India. I am proud to share that Grasim got listed for the second time in a row in the S&P Global Sustainability Yearbook 2024. We also won the ‘Master of Risks – Conglomerate’ award in the Large Cap category at the India Risk Management Awards 2025, and ‘Sustainable Manufacturing Leadership Award 2024’ by Hurun India. These recognitions testify to our outstanding contribution in pioneering sustainable industry leadership, driving innovation and shaping a greener future.

Future-proofing with Industry 4.0, AI Adoption and Digitalisation

At Grasim, we are committed to embracing the future through innovation, technology, and a relentless pursuit of excellence. In a rapidly evolving digital landscape, we have taken bold strides to integrate Artificial Intelligence and Industry 4.0 principles across our businesses, ensuring we remain at the forefront of transformation.

Our Birla Opus brand exemplifies this vision. All Birla Opus plants are now built with an Industry 4.0 manufacturing technology framework, enabling end-to-end factory automation that enhances efficiency, precision, and sustainability. We have also reimagined the customer experience through the Birla Opus Customer App, which leverages AI-powered visualisation tools to help customers envision their homes in Birla Opus colours, instantly and intuitively.

Domestic Textiles has harnessed the power of GenAI in its design studio to generate trend-aligned, in-house textile designs. This not only accelerates our design cycle but also ensures we stay ahead of fashion trends with creativity and agility.

At Birla Pivot, we are redefining B2B digitisation by putting AI at the heart of our operations. Our proprietary LLM-powered engine transforms unstructured inputs, whether it’s a PDF, a WhatsApp message, or even a handwritten note, into structured, actionable data. This seamless conversion capability now drives nearly 50% of our core business journeys, enabling faster, smarter, and more intuitive interactions across our ecosystem.

Looking Ahead with Conviction

India’s economic momentum is real. It is backed by demographics, digitalisation, domestic demand, and an increasingly resilient supply chain ecosystem. But unlocking that momentum requires businesses that know how to navigate complexity while creating simplicity, manage capital prudently and invest ambitiously.

“This is the time for bold execution, careful stewardship, and fearless imagination. A Force for Growth is the manifestation of the intent to be a builder of platforms, a driver of scale and a catalyst of impact.”

We offer the scale of a diversified conglomerate, the speed of a focused innovator, and the clarity of a future-led strategist. Looking ahead, we aspire to be not only bigger but also better, more trusted, more diversified, more digital, more resilient, and more deeply integrated into the everyday lives and ambitions of India’s 1.4 billion citizens.

It is an extraordinary privilege to lead Grasim at this moment. I am filled with gratitude for the visionaries before me, the teams beside me, and the stakeholders who have been with us. Together, let us help India grow faster and better.

Warm regards,

Himanshu Kapania
Managing Director